

DEC 29 1942

DECEMBER 15, 1942



TWENTY CENTS

Sales Management

Swift's 3,000 Salesmen Hear Sales Meeting of the Air



● "First, win the war. Then maintain your company's leadership after the war." So advised John Holmes, president of Swift & Co., in a special address to salesmen over the Blue Network and affiliated stations. Usually the company holds a number of district meetings at this time, but the broadcast was substituted to eliminate travel.

Wartime policies and objectives were discussed by John Holmes, president (left), O. E. Jones, vice-president in charge of sales; J. A. Revelle, general plant sales manager, and R. H. Gifford, branch house sales manager. Many opportunities for public service in the company's marketing plans will be found in the coming year, Swift officials predicted. Housewives will be shown how to use their meat wisely, to plan well-balanced meals, to understand why the dealer can no longer offer the variety of meat cuts she is accustomed to buying.

"It is our responsibility to continue to advertise our brand names and keep them alive in the minds of the consumer and dealer," said President Holmes. "Now more than ever it is imperative to preserve our brand names if we are to have a dynamic and vigorous economic structure ready to go after this war has been fought and won. A strong and smoothly functioning business structure will make it easier after the war to give useful and profitable work to the millions of men and women who will be turning from war to peacetime pursuits. Therefore it is the duty of all of us to work towards having a strong company when the fighting is over."

THE MAGAZINE OF MODERN MARKETING

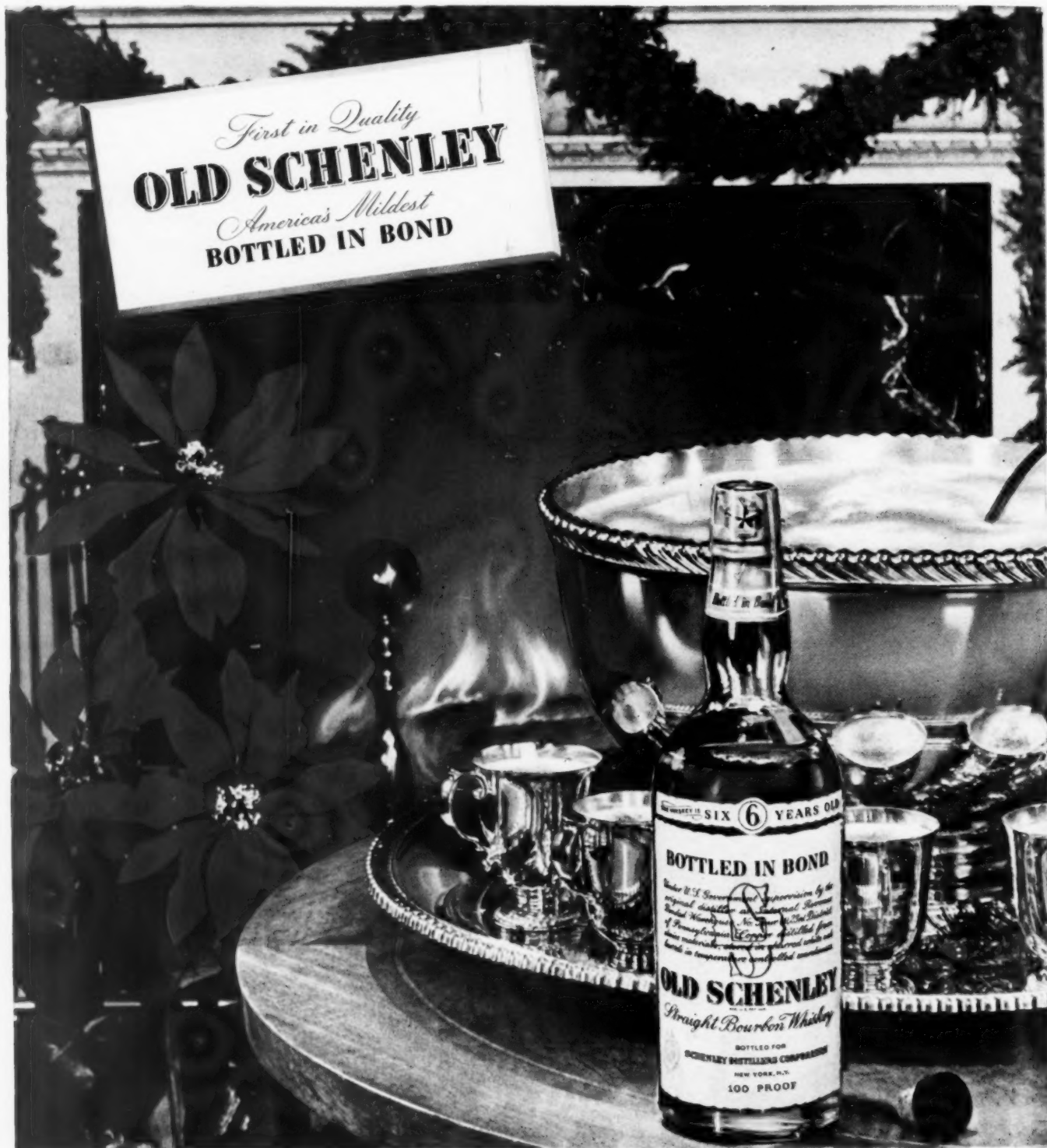
What Every Woman wants to know about a Man...



that Christmas and New Year's symbolize more to him now than ever before...
that even with his war duties, he still keeps the holiday tradition, sending flowers to *her*—and gifts of Old Schenley to his friends!



that he serves a magnificent punch to help ring out the old year and ring in the new...
that he mixes the Egg-Nog with "First Quality" ingredients, choosing as the whiskey, Old Schenley, America's Mildest Bottled in Bond!



RECIPE FOR A BOWL OF MERRY CHEER—(serves 20 persons)—Beat separately yolks and whites of 6 eggs. Add $\frac{1}{2}$ cup sugar to yolks while beating. Add $\frac{1}{4}$ cup sugar to whites after they are very stiff. Mix egg whites with yolks. Stir in 1 pt. cream and 1 pt. milk. Add 1 pt. Old Schenley and 1 oz. Bacardi Rum (89 Proof). Stir thoroughly. Serve very cold, with grated nutmeg. DELICIOUS! ♦ ♦ ♦ Stag-Finch Distillers Corp., N. Y. C.

THESE ARE ACTUAL *Facts* ABOUT

Hawaii



Hawaii wants no special praise for the part she is taking in this war. As an integral part of the United States, she has always known that she has responsibilities, as well as privileges. Now she is proud to meet her responsibilities, with all her resources.

For the time being, Hawaii is a front line battlefront of the U. S. A. For the time being, therefore, Hawaii must make sacrifices, asked from only one other part of the United States. Her people, possessed of unbeatable energy and patriotism, are mobilized on this basis, and count the opportunity a high privilege.

Yet, even under this military order, Hawaii's civilian life goes on, with typical American energy and progress. She works as she never has be-

fore. She earns more money than she ever has before. And, what should interest every American manufacturer, is that she buys and consumes more things of every kind and character, than she ever has before.

Hawaii is the fifth best market, in the West, for American merchandise. Today, she is a better "fifth best market" than ever before. *Better by 25% than during the same period last year.* Rightfully then, this should reinforce Hawaii's importance, in your sales plans.

The same report of progress goes for Hawaii's greatest newspaper, the STAR-BULLETIN. Circulation has doubled in ten months. Coverage blankets four out of five homes. Practically everybody in Hawaii reads and depends upon the STAR-BULLETIN.

Logically therefore, what you do in Hawaii now, to promote the sale of your products, will yield a rich volume of business *today*, and build a solid foundation, for a rich volume of business, in post-war days, for *Hawaii's people are brand-buying-conscious!*

Honolulu Star-Bulletin

O'MARA & ORMSBEE, Inc., Mainland Representatives
NEW YORK • CHICAGO • SAN FRANCISCO • LOS ANGELES



You Can Play Santa, Too!

A Yuletide custom begun 26 years ago by two telephone girls continues to gladden the hearts of thousands of children. This year 3,700 playthings were contributed by Manhattan telephone company employes to needy children, through approximately 90 agencies, visiting nurses, social and church workers, for delivery during Christmas week. Most of the playthings were dolls, dressed by women employes of the New York Telephone Co., but men are also represented, chiefly through gifts of toys.

The movement began in 1916 when two young women in the accounting department induced some of their friends to assemble a barrel of dolls and toys for a Brooklyn mission. It has grown through the years, spreading from the accounting department (which is still most active in the work) to other branches of the Bell Telephone Laboratories and the American Telephone and Telegraph Co. Each year more men participate. For example, this year an engineering group formed a Christmas Club and used the resulting fund to buy dolls for the girls to dress. Even retired employes participate. This year some of them have donated colorful scrap books.

Manhattan, with its 3,700 dolls and toys, tops the list, but offices in Brooklyn, Queens and Staten Island also share in the activity. Each local office makes an attractive exhibit of its dolls and packages. This year, tying in with the popularity of the song, "I'm Dreaming of a White Christmas," the term, "White Christmas Display" is being used to refer to the huge heaps of light-colored packages and dolls.

Toys are pro-rated to the various agencies through which they are distributed. A committee of telephone company employes



She holds in her hands a bit of the Yuletide cheer which will kindle tiny flames of warmth and kindness in the hearts of thousands of New York City's poor children on Christmas Day.

makes a preliminary survey to discover the needs of the agencies involved, in such matters as the age and sex distribution of the children to whom the toys are to be given. Despite the extent of the contributions made, there are never enough gifts to go around—so any company wishing to start a similar movement for next Christmas will find a responsive audience for its largesse. Such a movement not only benefits the recipients of the gifts, but draws the contributing workers together in camaraderie and strengthens their morale.

Wartime Christmas Cards

Sales volume of Christmas cards by the Designers and Illustrators and the American Artists Group will be between five and six millions this year, gratifying increase above the 250,000 sold when the project began in 1935. The idea behind the plan (which was suggested by Rockwell Kent) is the distribution of contemporary works of art at Christmas-time—a sort of sampling to the masses. It was started by the formation of a group of 38 workers in "fine arts." Out of this the following year grew a second group, the Designers and Illustrators, commercial folk, but nonetheless top-notch craftsmen, many of them well known to SM readers. The two groups now comprise 283 artists.

Artists like the plan for various reasons. For one thing, the cards are signed and it's only human to appreciate this kind of credit line. Then, payment is made on a royalty basis; and in the case of some artists this has amounted to upwards of \$1,000 a year. Moreover, each artist receives 50 copies of each card chosen for reproduction, and reproduction is of the highest quality. Once a design is accepted, it is used each succeeding year. As Samuel Golden, executive director, puts it, "You wouldn't discontinue a Rembrandt or a Rubens, would you? Then why discontinue a Rockwell Kent or an Adolph Dehn?" The monetary value of the paintings from which the cards are made is indicated by the fact that some of them are insured for as much as \$10,000 apiece.

A number of the artists in the two groups are in the armed services this year, and some of them turned in cards with military themes. Barney Tobey contributed two humorous cards, one entitled, "Man the Mistletoe," showing a sailor fastening mistletoe to a gun and hopefully eyeing a mermaid alongside; and another showing a sentry asking Santa Claus, "What's the Password?" Other artists turned in more serious card treatments. One by Private Edward A. Chavez shows a lonely soldier on a snowy plain, on guard duty. "Midwinter Reveille," by Sergeant Bob Majors, realistically suggests the cold and discipline of barracks life, but in a very pleasing design.

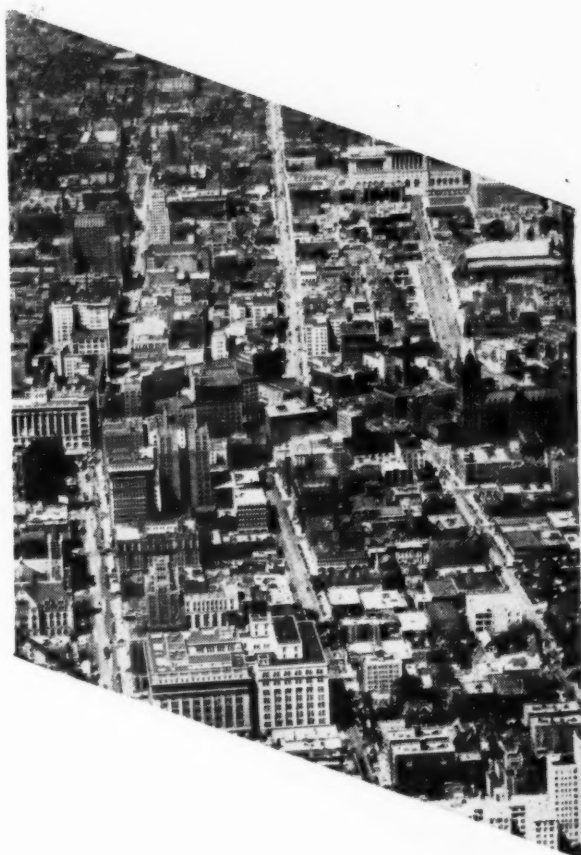
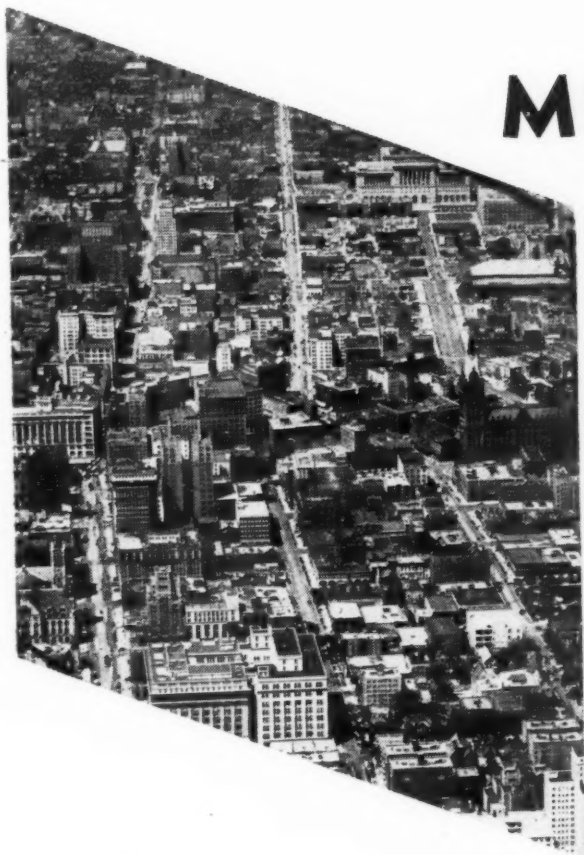
According to Director Golden, the organization does not concern itself merely with Christmas cards but works in other ways to get good examples of the best contemporary art into the hands of the public. It sells books and prints. Its Christmas cards are distributed in the usual way, through book, gift, stationery and department stores. It supplies mats for advertisements, with reproductions of cards and advertising copy setting forth the value of sending cards by America's most distinguished artists. "These beautiful cards will be kept, framed and never forgotten." This year promotion is being centered around a boxed selection of 12 cards from original paintings, by men in the armed forces, retailing at \$1.25. Bought separately, the cards are priced at from five to 25 cents.

Another dealer aid is a series of six radio scripts, each based on a different theme. The shortest, a two-minute feature, is designed for early use, to prod the public into buying and mailing cards early. Another, slightly longer, tells of the "Art from the Army" in this year's cards. A third is a dramatization, with imaginary dialogue tying in with some of the cards, including one telling of Santa's effort to get into the Army and his rejection—not because he is too old, but because he is needed for civilian defense.

What with so many families scattered about and the boys in

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What are you doing about this **SECOND MILWAUKEE?**



When Uncle Sam counted noses in 1940, Milwaukee was 13th city. Just how much its population has grown since is anybody's guess. But we **know** that the factory payroll in this booming war production center has **doubled** in size since 1940. One of the ten largest in the nation even in peace time, this factory wage earner payroll is now **\$7,500,000 weekly.**

This doubled purchasing power is reached by one newspaper. With a circulation of 285,704 daily and 318,576 Sunday,* The Milwaukee Journal is the buying catalog in more than 9 out of 10 homes in the city zone.

*October Net Paid Average

THE MILWAUKEE JOURNAL **FIRST BY MERIT**

MOST COMPLETE ONE-PAPER COVERAGE IN ANY MAJOR CITY

DECEMBER 15, 1942

[3]



"How can he vote intelligently?"

• The basic principle of democracy is majority rule. Each and every citizen has the right to register his opinion with his vote, and then the will of the majority becomes law. Education and wealth are not requisite to vote. The laborer's opinion in government counts for just as much as the college professor's or the corporation president's judgment.

• Why has our American system been so successful—the highest attainment in human government? Because the American citizen votes intelligently. He does so because he is well informed on vital issues. That is the function of the American newspaper—to keep every citizen, no matter what his social status, capable of voting intelligently by keeping him well-informed.

• The newspaper has come to be much more than the purveyor of news. It is the most effective instrument for community betterment, leader of every worthwhile movement—charity drives, city beautiful efforts, church activities. It is the greatest force for good that the average person knows. But today, in this world struggle of ideologies, let us never forget that fundamentally the newspaper remains as the very keystone of American democracy, precisely the reason it is successful.

• No newspaper has more sincerely and ably fulfilled the newspaper's role in democracy than The Memphis Press-Scimitar. By this course it has won the deepest respect and confidence of its readers. It is this confidence, this profound respect which make it so intensely productive for advertising. Today it offers the largest circulation in its history—complete evening coverage of Memphis.

MEMPHIS PRESS-SCIMITAR

service, this should be a banner year for Christmas cards. But the Designers and Illustrators and members of the American Artists Group are not much concerned with 1942. At Director Golden's behest, they are already busily engaged in thinking up ideas for next year's cards. Greeting cards, like calendars, are created a year in advance of their use.

We Have a Little List

Dear Santa:

We know that you're having a tough time this year—what with sleds, gnomes and reindeer all on A-1 priority lists—but subversive rumors from Christmas catalogs about the gifts you have in store for us, give us the jitters.

Dear Santa, bring on your springless spring mattresses, your woolless woolen sweaters, your sugarless mintless peppermint candy canes, but please don't fill our Nylonless stockings with any of the following:

Soap on the hoof—unique bathing booties in a miniature shoe bag.

A colonial black iron smoker's set—fifth columnists that we may be, we'd sooner not have these authentic reproductions of Early American black iron fireside utensils—not even the four corn-popper ash trays with a kettle for cigarettes or the four frying pan ash trays with a coal scuttle for pipes.

A tall pole guarded by a caliope horse for stacking pretzels.

Luminous gardenia which glows brilliantly in the dark for hours if exposed for a minute to an electric light—definitely designed for a blackout beauty, but not for us.

A sparkling mirrored waste basket—we'll wager that our trash would just as soon not have to look at itself.

Sleep Tight—two cakes of soap with cords to prevent losing in the shower. Lend us Junior's Yoyo instead.

An electric clock that tells not only the time but the day of the week and the date of the month. Definitely a gift for the Quiz Kids.

Two friendly elephants which glow in the dark, but still are hardly comparable with our own particular brand of pink elephant.

A car nap pillow—allows a back seat driver to doze in comfort without fear of waking with a stiff neck. We prefer chloroform ourselves.

A shell and target smoking set—four silver and gold plated shells for cigarettes, four target ash trays.

At the same time, you might also omit the musical silent butler that plays a tune when the lid is opened.

A hideaway stocking purse which claps safely on a woman's garter. We've got nothing to hide, gol'darn!

Thermometer highball stirrers to take the temperature of a drink. We like our Martinis to run a temperature.

"Breathless"—a perfume "compounded of pure emotion—essence of beloved beauty—distilled with magic . . . a perfume for those moments that make personal history" . . . Whee!!!

Yes, Santa, we're beginning to understand that it is more blessed to give than to receive.

Love and kisses—but not "The Kiss"—a hand-wrought silver pin and bracelet combination, each with an original design of a male and female profile in a state of contiguity.

The SALES MANAGEMENT Staff.
New York

SALES MANAGEMENT

You bet it works!

• Democracy *does* work. In its supreme test — war — *all the people* pitch in to do the jobs that are to be done. This scene in a Civilian Defense Control Center is typical... a laborer, an office manager, a milk wagon driver, an insurance agent and a pipe fitter working together as a team. A cross-section of America with a common aim.

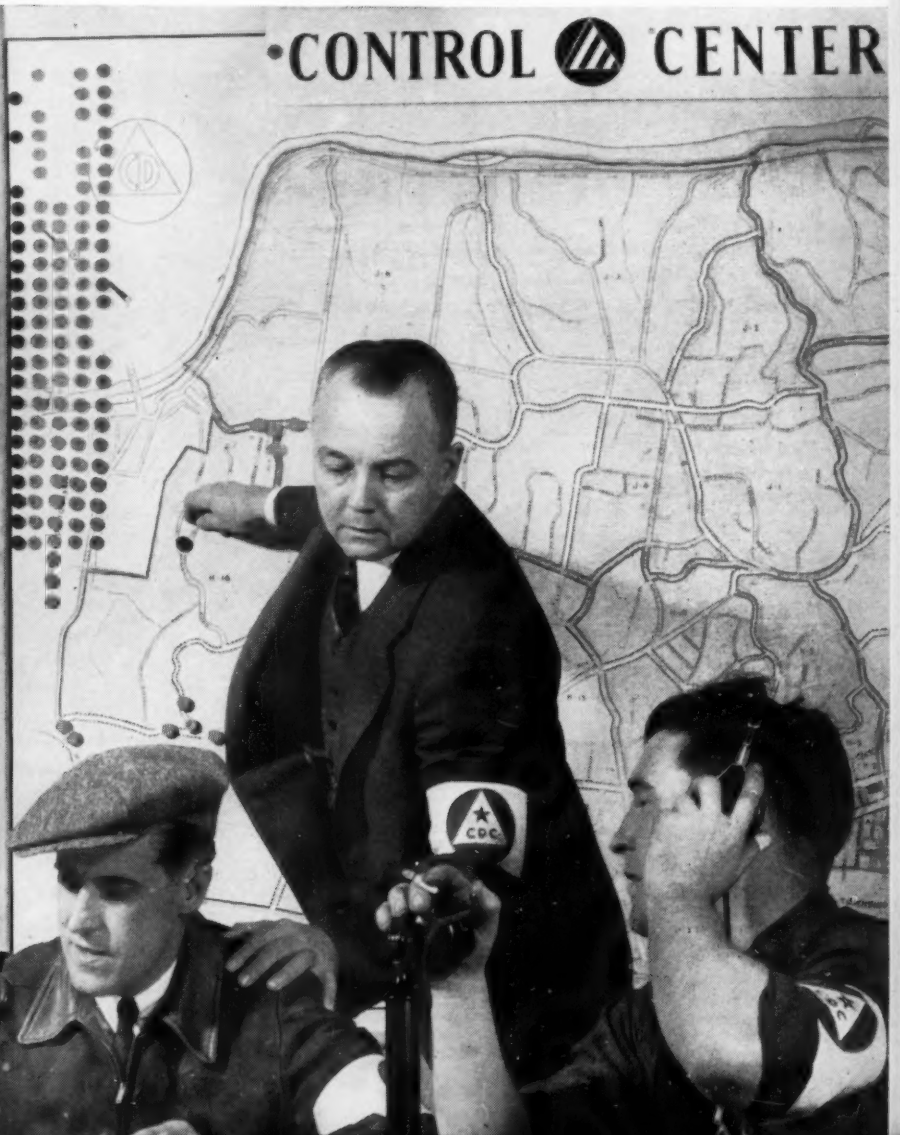
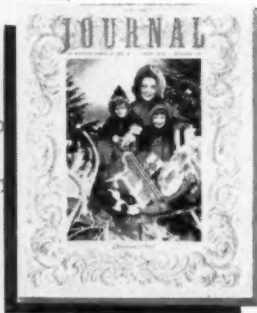
• We didn't hand pick these five occupations. They appear, in that

very order, in the "husband's occupation" column of a Ladies' Home Journal new subscribers' list.

Common interests and aspirations draw all kinds of women together, too. More than 4,100,000 women buy the Journal every month — and several times that number read it — because it has a *basic appeal* that attracts a true cross-section of America (a huge cross-section always available to you in the Journal).

In 1942, women-wise advertisers invested in the Journal \$682,984 more than in 1941

Reaching a Cross-Section of America



Journal
List
Occupation
Clerk
Plumber
Office Clerk
Operator
Radio Service
Lace Maker
Motorman
Tool Maker
Laborer
Office Manager
Milk Wagon Driver
Insurance Agent
Pipe Fitter
Weightmaster
Retired
Machinist
Machinist
Mailing Clerk
Machine Operator
Baker
Factory Laborer
Mechanic
Clerk
Iron Worker
Owner
Auto Mechanic
Clerk
Truck Driver
Supervisor



Sales Management

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EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; JEAN SCHWENCK, *Desk Editor*; RAY B. PRESCOTT, *Director of Research*; H. M. HOWARD, *Production Manager*; CHRISTOPHER A. ANDERSON, *Promotion Manager*. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER, ALICE B. ECKE.

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 15, 1942:

War May End By Stages

IN THE NOVEMBER 1 ISSUE we quoted several military analysts who predicted that the European stage of the war might be terminated by the end of 1943 with a sweeping victory over the Germans and the Italians. We quoted also the Nazi Minister of Armaments and Production who said, "We must win this war by the end of October, when the Russian winter begins, or we will have lost once and for all." General Winter and General Timoshenko are teaming up to make this Nazi's prediction look very good.

Prime Minister Churchill in his November 29 broadcast did not set the date on which victory would come to the United Nations, but he did state that it was very possible that the war would end by stages instead of all at once; that with a cessation of hostilities on the European front the resources of the United Nations would then be thrown against the Japanese.

If it does work out this way, then the munitions and materials then on the European front or stored in our warehouses and in our stock piles would be available to throw against Japan and the chief problem would be getting them to the place where they could be used. Would there then be needed the same efficiency for the production of new materials? If not, could some of the industrial capacity now used for war perhaps be reconverted to its former uses? The military commanders will see to it, and the nation will back them up, that the fullest possible strength is thrown against Japan at the earliest possible moment, and whatever sacrifices may be involved will be made.

But it does seem likely that a gradual conversion of industry back to peacetime pursuits would be in the cards, and that such a conversion would present fewer problems than a precipitate one.

As we stated six weeks ago, we are not going in for military prophecy, and we think that post-war planning is the desirable thing now even if the war were to last another five years. We do think, however, that since so many well-qualified observers are suggesting a fairly early end to the hardest part of the fighting job, it becomes doubly important that marketing organizations should be ready to go—and go quickly. Are you as nearly ready as the General Electric Co., whose analysis of post-war problems is presented in detail, starting on page 18 of this issue?

Industry's Next Job

THE SLUICeways ARE OPEN on our manpower reservoir. In December, 1941, there were 6.9 millions employed in war production. By the end of this year the figure will be approximately 17.5 millions, and by December, 1943, it will top 20 millions. While we are building this huge production army we must also build our armed forces to record size. While there were 2.1 millions of men under arms in December, 1941, it is estimated that the armed forces will grow to 9 millions by December, 1943.

And, while these two spillways are draining our manpower reservoir, we must maintain essential civilian services, such as public utilities, transportation, etc. We must hold farm labor to the year-round level that is necessary to insure our food supply, and recruit women, students and

part-time workers to supplement regular farm workers at peak seasons. The twin drains of industry and armed forces have already reduced farm labor to a dangerously low level. The situation will be desperate in 1943 unless plans laid now are put into operation quickly.

The figures below show the probable shifts that will have to take place in our population as we go all-out for war,—and, we hope, a quick victory.

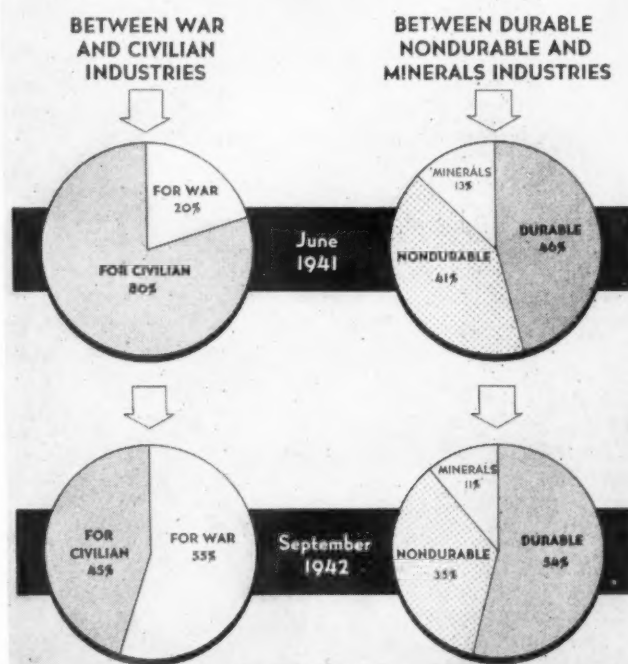
	December, 1941 Millions	December, 1942 Millions
Men		
Armed forces	2.1	8.9
Non-agricultural war workers	5.5	14.0
Other workers	32.1	20.5
Unemployed	2.6	.6
Students	4.5	3.8
Under 14	20.3	20.3
Women		
Non-agricultural war workers	1.4	6.0
Other workers	11.2	12.1
Unemployed	1.2	.4
Home makers	29.9	26.3
Students	4.5	4.3
Under 14	18.6	18.8

The campaign to effect the shift in manpower will be partly national, partly local, partly by compulsory decrees, partly by voluntary action in the form of recruitment drives for certain specific skills, of which there is, or will be, an acute national shortage.

Industry's next big job will be to survive while its manpower is shifted around on a basis of what is most essential to winning the war—but that job will be nothing as

SHIFTS IN PRODUCTION

(Percent of Total Industrial Production)



Source: Federal Reserve Board

compared with the job it will have when the war is over in giving employment to millions of war workers who will want peacetime jobs. A committee made up partly of men from industry and partly from government estimates that at the close of the war peacetime jobs will have to be found for 20,000,000 workers, and that as compared with a fairly normal year such as 1937, the individual employer will have to find jobs for 8 men and women as against 6 whom he employed five years ago.

Salesmen: Hail Jeffers

A RAILROAD PRESIDENT, William M. Jeffers, now Rubber Director, is the man we all have to thank for getting salesmen more gasoline—so they won't have to use the railroads so much! Arguments directed at OPA by organizations of sales executives, commercial travelers, chambers of commerce, and SALES MANAGEMENT were received with sympathetic understanding. But no tangible help resulted. "We just can't let the bars down, we can't discriminate between one group of users and another."

But Mr. Jeffers was more than sympathetic. He acted. On November 28 he "suggested" to Leon Henderson that salesmen should receive more gasoline than is possible under A and B cards. On December 5 Leon Henderson acted. Salesmen selling anything other than "non-essential" goods and services will receive, after January 1, enough gasoline to run the average small car 716 miles a month or 8,600 miles a year—or 65% of last year's mileage, whichever is less. To get the increased allotment, salesmen must meet all requirements with regard to car-sharing and lack of alternative means of transportation.

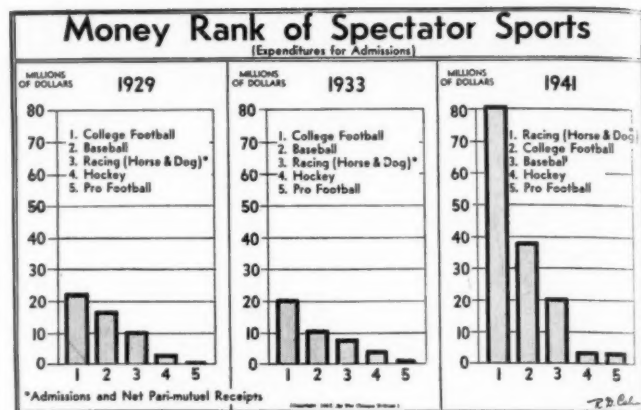
The new plan provides additional gasoline to more salesmen than were covered in the preferred group until October in the eastern area. To those engaged full-time in the sale of "necessary productive equipment for farms, factories, mines, oil wells, lumber camps and similar productive or extractive establishments," are added, "or of essential food, shelter, fuel, clothing, and medical supplies."

Thank you, Mr. Jeffers, we'll remember to patronize the Union Pacific whenever possible after the war is over and you have returned to running that great road!

High Readership for War Ads

ONE PHASE OF POST-WAR PLANNING, that of selling and pre-selling consumers and distributors by advertising, can be carried out now at what is apparently a lower cost per prospect than in normal times. For proof we refer you to one of the Pictographs in this issue which measures the reader interest in five different types of magazine advertisements and to Study No. 53 of the Continuing Study of Newspaper Reading. This is the study of the October 8th issue of the *Syracuse Herald-Journal*, where, according to the advertising Research Foundation, "Reader interest in war advertising was uncommonly strong." The Westinghouse ad, called "Every 11 Minutes", reached the highest rating with men for any national advertisement measured in 53 cities during the past four years. The men's reading of this ad was recorded at 43%. Another war ad in the same newspaper received the second highest readership of any advertisement, national or local, in any of the 53 papers.

An advertisement in this *Syracuse* paper of Eatmor cranberries, with a 296-line ad, stopped about five times as many readers as the 120-line Eatmor ads measured in previous studies. So, on the basis of readers per line per 100,000 readers, this advertisement stopped more than twice as many women readers as the average of the four previous smaller ads in Studies No. 8, 10, 34 and 47.



With people anxious and willing to read more and listen more—and with the Government taking such a fair stand on "reasonable advertising expenditures"—there is every reason why companies should maintain their normal advertising expenditures regardless of what they may be able to produce for civilian consumption at this time.

Rear Admiral Emory S. Land, head of the War Shipping Administration, added his voice to many other Government officials recently, when he came out in favor of the maintenance of advertising by shipping companies. He said, "As you know, virtually all of the ships of the American Merchant Marine are operated by steamship companies acting as agents for the War Shipping Administration. Under the service agreements with such agents, advertising expense is not classified as operating expense. It is, therefore, allowable as overhead expense."

"We believe that American steamship companies realize the value of continued advertising during the war period for the purpose of keeping their trade names and normal services before the public. We agree that the operating companies should plan for the post-war period. Several companies are already carrying out advertising programs. The extent to which steamship companies maintain their advertising programs is a matter of policy which must be decided by each company."

Significant Shorts

Luxury Stores Doing Best: The Department of Commerce report on sales of independent retailers shows that dollar volume in October was up 13% compared to the same month of last year, and up 4% for the first ten months of the year. Dollar sales of jewelry stores led other retail trade in October, with a gain of 87%, followed by liquor stores, 77%; shoe stores, 60%; dry goods and general merchandise stores, 45%; women's ready-to-wear stores, 43%; eating and drinking places, 35%; drug stores, 32%; department stores, 28%. Declines were registered in only five groups of stores: lumber-building materials dealers were down 10%; filling stations, 10%; heating-plumbing equipment dealers, 22%; household appliance dealers, 25%; and motor vehicle dealers, 60%.

Big Cities Versus Small Towns: The Department of Commerce report indicates that in October the big city stores did better than those in the small towns thus changing, perhaps temporarily, a trend which has favored the rural places during most of the year. By states the heaviest gains came in Nebraska, Utah, Arizona, Oregon, Washington, Kansas, Colorado, Michigan, California, Texas, Oklahoma, Idaho, Maine, Arkansas and Alabama. Of the 34 states surveyed by the Department of Commerce, only New Hampshire and Vermont showed decreases.

PHILIP SALISBURY

SALES MANAGEMENT

NEWS REEL



LARSON

C. A. LARSON was elected vice-president, Foods Stores Merchandising, Jewel Tea Co., Barrington, Ill. Mr. Larson started with the company as junior purchasing agent in 1924. He was promoted in 1932 to purchasing agent, and in 1941 he was elected assistant secretary of the company.



DOTTS

H. W. DOTTS was elected vice-president, route sales, Jewel Tea Co., Barrington, Ill. Mr. Dotts, who joined the company in 1926, formerly served as branch manager, district manager, division chief in the sales department, assistant general sales manager, and general sales manager.



ROUTH

ESSE E. ROUTH has been elected vice-president and director of sales, the Mathieson Alkali Works, Inc., New York City. Mr. Routh has spent his entire business career with Mathieson, serving as southern sales manager from 1920 to 1928 and as general manager of sales up to the time he was elected vice-president.



QUINN

ROBERT J. QUINN has become assistant to the vice-president and director of sales, the Mathieson Alkali Works, Inc., New York City. Mr. Quinn began his career with Mathieson in 1920 as western district sales manager, and in 1923 he was appointed assistant general manager of sales in the New York executive office.



KNIGHT

WILLIAM H. KNIGHT has been appointed director of sales and market research, Elastic Stop Nut Corp., Union, N. J. He formerly was vice-president of Electric Household Utilities Corp., Chicago. Prior to that he was sales executive for Firestone Tire & Rubber Co., Akron, O.

N. M. "DUTCH" FORSYTHE was elected vice-president in charge of sales, Pesco Division of Borg-Warner, Cleveland, O. Formerly Mr. Forsythe was associated with the Automotive Division of Westinghouse Air Brake Co., Pittsburgh, Pa.; Danforth Refrigeration Co., Pittsburgh, Pa., and Cleveland, O.; Norge Division, Borg-Warner, Chicago, Ill., and Detroit, Mich. In August, 1942, he joined the staff of Pesco as general sales manager.



FORSYTHE

BY
STANLEY
HOLME

*Economist, General Electric
Special Planning Committee,
General Electric Co.,
Schenectady, N. Y.*



That "Happier Tomorrow": If We Want It, We Must Plan Today

Business *can* cushion the shocks of re-conversion if it will. But if we are to avoid wholesale unemployment and a more intensive form of government-managed economy, every company will have to share the load. Are you planning *now* to do your part to win the peace—with the same sense of responsibility that you feel about helping to win the war?

(Just after the fall of France the General Electric Co. created two special management committees: a War Projects Committee, which was charged with organizing the firm's facilities and manpower for war; and a Special Planning Committee, to which was delegated the task of post-war preparation.

Through informative addresses made before business groups, and through published reports, the activities of the G-E Special Planning Committee have stimulated the thinking of thousands of business men, government men, and economists. The unselfishness of the G-E management in making widely available the

facts covering the philosophy and their technique of approach to post-war preparation has brought to G-E hundreds of requests for guidance and advice. Forty or more companies have sent delegations to Schenectady to consult with members of the Special Planning Committee.

Because there are thousands of medium-sized and small companies for every organization with the plant, personnel and resources of General Electric, the SALES MANAGEMENT editors asked Stanley Holme to simplify the broad approach to post-war planning represented in the work of the committee, and to attempt to bring it within the range and under-

standing of all management groups.

This article is the result. We unhesitatingly tag it as "must" reading for every company executive who wants to continue to live under a democratic government, and to operate his business under a private enterprise system after V-Day.—THE EDITORS.)

YOU and I are about to sit down together to map out a practical approach to post-war planning for Company X—your company. We're going to try to stay away from terms which are so broad that they seem to have no tangible relation to your specific business operations.

Here are our objectives:

1. To give a brief perspective of the over-all national aims of post-war planning.
2. To show where and how your com-

SALES MANAGEMENT

About the Author:

Not all English university men who immigrate to America are tennis players, teachers, or traveling lecturers—and Stanley Holme, economist of General Electric Co.'s Special Planning Committee, is tiring of that statement.

Born in Norwich, England, Mr. Holme was graduated from Cambridge in 1923, with a B.A. in engineering. After five years' association with the Metropolitan-Vickers Electrical Co., Ltd., he sailed for the United States.

Mr. Holme's career with General Electric began in 1929. He served two years in the company's alternating-current engineering department, two more in its industrial engineering section and, in 1932, he joined the publicity department. (At G-E, "publicity" covers many unusual activities, particularly those of a pioneering nature.)

When, in 1932, G-E formed its market research section, Mr. Holme became one of its three members—as market analyst. He selected that job because he was "puzzled" by some of the more vicious post-depression phenomena and believed that their solutions lay in a better understanding and application of economics.

Market research at G-E has grown considerably since 1932, and now it consists in—to name but a few of its phases—conducting marketing surveys on products, distribution methods, and sales policies. The section does a certain amount of forecasting for various commercial departments—on request. Its work is confined mostly to apparatus and industrial goods fields, although it will, and has, undertaken jobs relating to consumer products. Most of the men in the group have engineering background and training. When General Electric's Special Planning Committee was formed to consider post-war problems, survey the field, and make recommendations, Mr. Holme was appointed statistician, or economist.

Mr. Holme has two sons—aged 11 and six—and a two-year-old daughter. He swims and plays badminton, "plays at" golf (more research needed); has been chairman of the Schenectady Section of the American Institute of Electrical Engineers, and president of the Schenectady Safety Council.

- pany fits into this perspective.
3. To suggest in specific terms how to start a post-war plan for Company X—your company.

Why Should You Plan?

The Atlantic Charter affirms that we are fighting for four freedoms: freedom of speech, freedom of religion, freedom from want, and freedom from fear.

The first two of these are guaranteed to Americans by their Constitution. Business needs to do nothing about them.

In the elimination of want and fear in the peacetime future, however, lies an area of social responsibility in which business has an obligation. Solution of unemployment *by business rather than by government* is perhaps the single most important key to the continuation of our private profit system.

If we are to eliminate want and fear (and fear for most people is fear of insecurity) our economy will, in the coming peacetime, be called upon to employ about 57 million people. *In its least common denominator,*

the over-all problem of post-war planning is to find the way to do this. Except for the small proportion of the working population which can and should be engaged in public works and necessary government services, the best way we know of to create and maintain this desirable condition of full employment is through the exchange of goods and services which create a higher standard of living.

We had unemployment in the early thirties partly because *our distribution efficiency was too low.* To achieve our after-the-war aims, we must, therefore, find a way to increase the interchange of goods and services—by better products, less expensive products, by less wasteful marketing methods. We also should bear in mind that our population is still increasing and that the past sales volumes of many companies will be conservative compared with what they may be in the future.

When we say "Business must do so-and-so," the word "Business" is an abstraction. "Business" in America is the sum-total of the operations of thousands of individual companies. Hence there is only one way to achieve the end we seek: for each individual com-

pany first to understand what constitutes its share of the responsibility for helping to create and to sustain national prosperity based on full employment, and then to program its assignment and to carry it through. Each business must help to create the prosperity in which it wants to share. No business can enjoy a continuous state of health when the national economy is sick.

I think we can best bring this matter of task assignment down to Company X starting with this question, "How can we, as a company, determine our share in the national economy and what do we have to do to achieve it?" I believe that this question may be answered in two simple parts.

First, go back to the best peacetime or normal year's business which Company X ever knew. For the sake of discussion, let us assume that it was 1937. In that year, according to the National Industrial Conference Board, there were 46 million people employed in the United States. We already have assumed that after the war we must employ 57 million. This represents an increase of 22%. For a company employing 1,000 persons, therefore, it might be reasonable to assume that a similar increase could be expected—namely, that this company might expect to employ about 1,220 people.

Production Analysis

Actually, the production of goods will increase by more than 22% because even though 1937 was a good business year for many concerns, we had 6,500,000 people unemployed. If we are to eliminate a substantial part of this unemployment, it will mean that production must be considerably higher because of the "leverage" which exists between employment, production, and national income. Economists have estimated that with 57 million people employed, the production of consumers' goods such as food, clothing, etc., would increase about 40% over 1937, and durable goods, such as refrigerators, automobiles, machine tools, and equipment, by slightly over 70%.

Second, when Company X has decided by how much the demand for its products is likely to increase compared with its best year, it should then ask itself how this goal is to be attained. I venture that the company will conclude that its contribution to this expanded national economy lies in creating the strongest organization that it can. This strength will be built up by planning how to bring the com-

pany's production up to a level consistent with the demand for its products by introducing less expensive products and improved products, by better distribution, and by entering new markets whenever it is clear that Company X can make a contribution in the new field.

These are the steps by which Company X contributes to an increased level of employment and a continued or higher level of profits in the face of stiffer competition.

In the preparation of the Company X post-war plan, the first weeks and months of work must go almost wholly into research.* This is finding out as many facts as possible about the business of Company X. *The only raw materials out of which you can manufacture a workable and practical post-war plan are facts.* To my mind, many of those who have been writing and talking about post-war planning have underplayed the importance of the proper research basis for such planning.

Where to Get the Facts

Where is it going to get the facts it needs? It starts with *what it has* in the company, and its own industry. It adds to these data other facts about its industry, or its markets, which now are available from outside sources.** The remainder of the facts must be developed by custom-built field research projects which are designed to meet specific problems.

Now let us break up the research problem. It probably will fall into this pattern:

1. Problems of product research.
2. Problems of market research (or analysis).
3. Problems of distribution research.
4. Research in sales tools and techniques.
5. Research in manpower.

Obviously, an honest appraisal must be made of the product. *An honest one.* How does it compare with its competitive products? (In quality? In price? In serviceability? Perhaps in style values?) Can the packaging be improved?

The first question to answer under

* In the interests of clear understanding, it should be pointed out here that the word "research" is a broad term and is not to be construed as referring only to engineering or laboratory research. Many businessmen read into it this more limited meaning.

** Some of these sources are: Government—national, state and local; business papers; books and reports; surveys, such as those made by newspapers, magazines and radio stations; trade associations—your own and associations in allied fields; executive services sold on a subscription basis.

the head of market research is this. Is the market increasing or decreasing? If it is increasing, what must be done to hold the company's position or to improve it? If it is decreasing, why is that so? If it is decreasing, can the product be modified or changed to reverse the trend—or should a basic change of policy be made to go into another type of business?

A good example of this kind can be cited in the case of the rapid rise of radio competition with newspapers. Many newspapers, in analyzing this new competition, decided to go into the broadcasting business themselves.

It might be well to ask, at this point, what essential information about the industry is lacking? Many manufacturers are handicapping themselves by failing to utilize available sources of information. For example, not one company in a thousand uses all of the material pertinent to its industry which is procurable from the Department of Commerce and other government sources. Incidentally, have the officials of Company X ever investigated the facilities of the Department of Commerce by visiting Washington and getting acquainted with the staff members of the department? In how many companies do people regularly read the "Survey of Current Business" which is the Department of Commerce official monthly publication?

Post-war Distribution

Some of the state governments, too, have been developing certain types of information to aid the war effort, much of which will be helpful to business. Not all of these reports and analyses are published—but they are not confidential and may be obtained if requested.

If it happens that Company X does not have a man or woman trained in the assembly, collation, and interpretation of market facts, the services of a consulting market analyst may prove worthwhile. Market research is a profession, and the right use of research techniques can improve the efficiency of almost every branch of the sales department far out of proportion to its cost.

By way of adding to knowledge of this subject, I suggest careful reading of some good textbooks on market analysis such as—to name three—Vergil Reed's book "Planned Marketing," Lyndon O. Brown's "Market Research and Analysis," and for those who might care to pursue the matter further, "The Technique of Marketing

Research" by the American Marketing Society. Distribution research constitutes a major operation in the research program.

Distribution is undergoing changes because of the war. Some of the old channels are gone for good; new ones are rising to importance. What kind of a distribution system would Company X *like* to have? There never was a better time than right now to clean house—to begin to build the system that will give the company maximum advantages and lowest costs.

What effect will the big shifts in population have upon distribution after the war? Is the current pattern of these shifts known? This, to be sure, is a matter for continuing research, but if trends are observed from quarter to quarter (see Monthly Labor Review, Bureau of Labor Statistics), it will not be necessary to start from scratch on Armistice Day to find out what's become of millions of people who aren't where they used to be.

Already numbers of dealers and distributors, particularly in consumers' durable lines, have been eliminated because they have nothing to sell. This trend will continue as our civilian economy contracts further. If these elements in normal distribution already have disappeared, or are in process of liquidation, how might it be possible to re-establish them financially? This is a problem to discuss with bankers, credit agencies and other financial institutions. Finally, an answer must be found to this question: What alternative methods of distribution can be used if the old system cannot be re-established?

Sales Tools and Techniques

This part of the program is divided logically into printed promotion, and personal or "contact" promotion. Analysis of the weaknesses of promotion methods used in the past will reveal opportunities for cutting waste, and often with very simple ideas. (The mechanism for co-ordination of advertising and promotion and personal salesmanship needs strengthening in most companies.)

Let me cite a case history from General Electric's own experience: We discovered, in one analysis, that some of our products were *bought* rather than *sold*. This led to a critical examination of the catalogs and other buying information being used in some departments. Some of these pieces were found to be lacking in full specific information about the product, and were not organized for quick reference. Thus, they were *impeding the completion of the sale* by

sending the buyer back to the home or branch office for needed details.

Would we not be foolish if we did not re-design these promotion materials to make "cafeteria service" as rapid and as painless as possible? By gearing the catalog to the buyers' needs more of the salesmen's time can be released for consultation with prospects on bigger problems of a highly technical nature.

The "catalytic agent" which makes all of the other elements in the research program work is manpower. It's hard to over-emphasize the necessity for careful planning for this phase of post-war operation. There are four key questions to be answered here:

1. How many people are needed?
2. What kind of people are needed—what skills and aptitudes?
3. Where can they be obtained?
4. How are they going to be trained?

So far as salesmen go, we must use the results of work in market and distribution analysis to begin to lay out sales territories and to set up at least the scaffolding of an up-to-date sales control system. It seems likely that a careful examination of the arguments for *intensive* distribution as opposed to *extensive* distribution might lead some companies to opportunities to cut territory working costs by greater concentration within a given sales area.

Manpower Research

The war is encouraging *human engineering* as well as product engineering. We all have become more conscious of the need for getting the right man in the right job—the job that will make full use of his experience, his latent abilities and his specific aptitudes. Part of our post-war preparation must be devoted to advancement of our knowledge of how to do this.

When we learn more about what kind of people we need, how are we going to get them? Within the limited scope of this discussion, we cannot go deeply into manpower sources. However, here is one suggestion: Under the operation of our selective service system, our Government now has a catalog of millions of men, with full information about them. At the proper time, could we not *reverse the process of selective service* and use this cataloged information to return men to civilian jobs for which they are qualified? If analysis of past sales records shows that college men between the ages of 30 and 45, with engineering degrees, have proved to be the best producers, the tabulating machines probably can select a "pool" of men of this type from which a part of a new sales force can be obtained.



"Mr. Erickson, do you mind if I work out some plans for a post-war Utopia—on my own time?"

Finally, under the heading of manpower research, we need to map out a training program to put into operation the moment our re-conversion to peace begins. Former employees who come back will need refresher courses and a certain amount of retraining, which is a special problem in itself.

It might be pertinent to suggest here that if Company X is now partially or wholly converted to the production of war goods, and is employing workers far in excess of peacetime needs, a survey should be made among the workers to determine how many intend to return to private life and other occupations when the emergency is over. Wartime workers include many housewives, some physically handicapped, quite a few older people. It may be found that the number is much larger than anticipated and that those who wish to stay on will be hardly more than the business will require.

When we split up the manpower problem into four parts (How many needed? What kind? Where to get? How to train?), we omitted something. There must be a fifth step in

the manpower program if it is to be effective. *We must find out how to give these people incentives to draw out their latent abilities, and how to supervise them to maintain a healthy morale.* Workers are people. They are emotional. To them the sense of belonging to a winning team, the sense of feeling appreciated, the dignity of having their complaints and grievances listened to seriously, the security of belief in the essential fairness of their managers . . . these are things top management must find a way to provide. Actually, we haven't even scratched the surface of the possibilities that lie in the wider application of incentives to business operation—and that applies to all types of employees, production, selling, or administrative.

The Third Phase

We have discussed two steps of post-war program building for Company X: getting a perspective and fitting the company into it, and breaking up the research problem into workable units. Now we are ready for or-

ganization and implementation, the planning of objectives, the appointment of a committee, and setting up a budget.

When the men who are to be responsible for post-war programs have been selected, *get them away from the office* for their meetings and discussions. Get out of the conventional business atmosphere. Get away from the telephone and secretaries. This action, in itself, will help to attain a proper perspective.

As definite jobs are assigned to subcommittees, make *one man* responsible for each individual assignment, and *put a deadline on completion of each individual action*. There is an urgency about this thing. It involves a huge amount of creative thought, a huge number of man-hours of work. Consistent day-by-day and week-by-week progress must be made on it, or the plan will not be ready by the time Company X and its business contemporaries are thrown back into a peacetime economy.

As the work of the Company X committee progresses, see if it is possible to relate its findings to the post-war plans of others. For example, the trade association probably will have started some constructive measures. The activities of industries upon which Company X is dependent may be informative. Government developments should be watched, especially the probable course of fiscal policies. Some knowledge of the monetary policies likely to be advocated by local and central banks may affect decisions. The local community may be working out a post-war plan. The operations of the company should dovetail into the activities of others and the policies which they advocate.

I'd like to close this article with a wager. I shall lay a bet that any company which undertakes a planning

project such as I have outlined, calling as it does for a review and analysis of the company's assets in products, markets, manpower, and good will, will be astounded at what it finds, for the average business today does not know its own strength. The ingredients likely to be found lacking are teamwork and a sense of strategy.

As we watch the daily papers and see the results of carefully planned military campaigns unfolding before us, we are witnessing just the kind of strategy which must evolve out of this war and be applied to our post-war business thinking. Once the discovery is made that businesses can conduct "campaigns" of their own and that they already have substantially all the weapons that they need, it will be found that a substantial lift has been given to the morale of the whole management end of business. This will provide whatever additional inspiration is needed to convince business that after the war private enterprise can carry the load, for by intelligent planning and determined action, it can take the offensive against the forces of depression, despair and disorder and help build a better society.

(This is the sixth of a series of articles on post-war planning. The first, "Post-War Planning: What Is It, and What Shall We Do About It?" appeared in SALES MANAGEMENT for September 1. "Report No. 2 on Post-War Planning: The Producers Council Program," appeared in the October 1 issue. "Research for Post-War Planning: A Practical Five-Point Program," followed in the October 10 issue, "Nine Important Problems You and I Will Face on V-Day," appeared in the November 15 issue, and "The Human Side of Industry's Post-War Management Problem," appeared in the December 1 issue.

Individual reprints are available from SALES MANAGEMENT, 386 Fourth Avenue, New York, N. Y.—THE EDITORS.)

Campaigns and Marketing

S & W Cartoon Ads

Throughout their distribution territory S & W Fine Foods, Inc., are running a series of cartoon ads aimed at spotlighting the brand name while rallying consumers behind the war effort. All the ads, which are short on copy, follow the same simple pattern—a running headline, "On the Food Front," a cartoon, a home front war slogan in poster form and a four-line jingle. The rhymes and drawings take their theme from the slogans, which exhort consumers to save tires, buy War Bonds, invite service men to their

homes, donate to the blood bank, etc. Brisacher, Davis & Staff, San Francisco, is the agency.

Four by Hecker

Hecker Products Corp. has launched the largest newspaper campaigns in its 99-year history for four of its flour and cereal products—H-O Oats, Presto Cake Flour, Hecker's Cream Farina and Hecker's and Ceresota Flour. All are basic foods, unaffected by shortages, and Hecker will plug their high nutritional value and low cost. Copy is confined to daily and Sunday news-

papers, with color being used in the latter insertions.

Arthur Kudner, New York City, is the agency.

Stamps for Christmas

Calvert Distillers Corp. has been running 1,750- and 1,000-line ads in newspapers throughout the country, suggesting that people paste a War Savings Stamp this year on each Christmas card they mail. A ten-cent stamp on each of the more than a billion cards that will be dropped in mail boxes would mean \$100,000,000 turned into war weapons—enough to buy 500 long range bombers, 2,500 fighter planes, 1,000 60-ton tanks or three heavy cruisers.

The plan has the approval of the War Savings Staff of the Treasury Department. More than 100,000 reprints of the ad will be distributed to taverns and bars, and additional reprints will be prepared for War Savings booths, stores, factories, schools and theatres.

To Solve Gas Problems

Lion Oil Refining Co. is using newspapers to point out problems in automobile upkeep that owners in South Central states will face until they become accustomed to gasoline rationing. First ad in the series, appearing in 49 papers, was based on an item in November 23 *Newsweek*, which said that as a result of rationing "motorists should expect an increase in sticking valves, gum formation, motor corrosion, etc." It recommended Lion's Naturalube Motor Oil to "beat the situation," as will subsequent ads in the series. Commercials on the company's radio show, originating on WSM for a network of eight stations, follow the same theme.

Anfenger Advertising Agency, St. Louis, places the account.

Fight and Learn

In a recent insertion in business papers, John A. Roebling's Sons Co. produced something new in the way of wartime ads by companies that have "nothing to sell." Copy talks to men in the armed forces, explaining that many avenues to prosperous and serviceful careers open out from their present position as fighters for Uncle Sam. "Think of the professions of arms as other things beside the profession of killing," it counselled. "The profession of arms is every profession there is—all put together. . . . Pick your job, your skill, your profession in the service. Study it well. Stick to it grimly."

Richard and Co., New York City, is the agency.

Schenley's Royal Reserve ads, running in 150 newspapers, suggest that shoppers carry their purchases home this year instead of asking the stores to deliver. Also, that they carry home War Bonds and Stamps in their pockets . . . and "faith, courage and firm hope" in their hearts. The copy appeal is heightened by the illustration, which shows a smiling, past-middle age man, his arms full of packages, waiting in a snowstorm at a bus stop.

The Kleppner Co., New York City, is the agency.

Magazines, radio, newspapers and store ads are drumming up trade for RCA Victor Record dealers in a special Christmas promotion. Taking past sales figures as a pattern of music preferences, RCA is featuring 101 best-selling records as "perfect presents for everyone." Biggest single insertion is a four-page, full-color ad in *Life* printed in the center spread position so readers can remove it from the magazine and use it as a shopping guide. *Collier's*, *American Weekly* and *Listen* complete the magazine list. On the company's radio program, "Music You Want," broadcast over 54 stations, selections are made from the advertised titles while the scripts stress the Christmas gift angle.

Dealer tie-ins are based on a merchandising kit sent out prior to the opening of the campaign. Tucked in it were a large reproduction of the *Life* spread, to be used in the window display, additional store material, a quantity of reprints of the four-page ad, correspondence stickers and publicity stories. Ad mats ranging from full page to quarter-page were also provided.

On December 7, anniversary of the attack on Pearl Harbor, the drug, cosmetic and allied industries started a huge cooperative campaign in support of government pleas for more Bond-buying. More than 50 manufacturers in these industries are allotting portions of their regular air time and publication schedules, equal to about 5% of their budgets, to War Bond copy. *Time* carried the first ad, which will be followed by insertion in 40 na-



...and **YOU** TALK OF 'SACRIFICES'!

FACTS

ABOUT WAS BONDING

1. The average cost of a surety bond is \$100 per \$100,000 of bond. The cost is based on the creditworthiness of the contractor.
2. The bond is not a loan. It is a guarantee that the contractor will complete the job on time and to the satisfaction of the owner.
3. The bond is not a contract. It is a guarantee that the contractor will complete the job on time and to the satisfaction of the owner.
4. The bond is not a contract. It is a guarantee that the contractor will complete the job on time and to the satisfaction of the owner.
5. The bond is not a contract. It is a guarantee that the contractor will complete the job on time and to the satisfaction of the owner.

Keep on Buying War Bonds

The drug and cosmetic industries, united to sell bonds, pull no punches in the first "fighting" ad.

tional magazines. Since manufacturers are still signing up, plans are incomplete, but according to the latest announcement, the Drug, Cosmetic and Allied Industries Committee will use all national networks in addition to the magazines, as well as an undetermined list of newspapers and other media.

Copy is slightly on the hard-boiled side, plain talk that contrasts so-called sacrifices of those at home with hardships that are routine in the lives of the men at the fighting fronts. One ad shows a lone pilot whose plane has just crashed in rough seas, with this headline: ". . . and *you* talk of 'sacrifices'!" Another, addressed to "the girl with a soldier overseas", asks: "How much do you really want him back?" Text emphasizes that the war must be financed through Bonds bought not only with spare money but with every dime and dollar that can be scraped together. Bonds are not sacrifices, it argues, but smart investments.

Miles Laboratories, sponsoring "News of the World," are now using the full NBC network for the Monday, Wednesday and Friday broadcasts. On Tuesdays and Thursdays the program will be confined to the 31 stations formerly used throughout the week.

Wade Advertising Agency, Chicago, handles the account.

Coca Cola has renewed its Sunday afternoon show, "The Pause That Refreshes," for the third consecutive year over the full CBS network.

D'Arcy Advertising Co., Atlanta, is the agency.

Continental Baking Co. continues

Ted Bates, Inc., New York City, is the agency.

Skelly Oil Co.'s newscasts continue over 21 NBC stations, with Alex Dreier replacing Clifton Utley as commentator. Through Henri, Hurst & McDonald, Chicago.

American Viscose Corp., uses local newspapers where its seven plants are situated to explain to the communities the part rayon is playing in the war effort. Each ad carries pictures of local employees, with statements from them on the urgent need of rayon by our fighting men.

Texas Pre-Fabricated House and Tent Co. has started a series of ads on Victory Huts and Victory Homes in national magazines. Albert Frank-Guenther Law, New York City, is the agency.

The State of Maine's little "Potato Boy" reappears in store displays as a nutrition expert, urging consumers to eat potatoes every day. His message reminds housewives that potatoes are the source of vitamins B₁, C and G, contain carbohydrates, proteins and minerals. 35,000 display pieces have been prepared. Brooke, Smith, French & Dorrance, New York City, is the agency.

To remind customers how unimportant are commercial requirements alongside the needs of men on the fighting fronts, Henry Valve Co. uses the words of a Marine officer just back from the Solomons as full-page copy in industrial business papers. Under the head, "A Rough Idea of Hell," this eyewitness paints a "nasty, dirty, bloody picture" . . . a crazy, seething inferno of flames . . . black, choking smoke . . . more noise than you ever thought there could be on earth . . . paths of tracer bullets to etch the picture of Hell right into your mind."

The Japs fully expect to wipe out America, he warns the home folks. "There can't be any quibbling about *making* a rifle here in America any more than there can be any quibbling about *using* one out there in the Pacific." Prepared by Raymond C. Hudson & Associates, Chicago, in collaboration with Capt. J. B. Sandberg, USMC.

"Right now, for the first time in years, you're getting fairly good prices." Bristol-Myers, advertising Sal Hepatica in *Capper's Farmer*, advises farmers to put their money in War Bonds, "the world's safest investment," let it grow until the war is over, when they'll be able to buy all they've needed for a long time.



One of the double-spread color advertisements which Firestone has used extensively during 1942 to present as many as 50 items of department store character. This one told the story of the wide variety of products to 17,042,662 Americans in eight national magazines.

Firestone Pushes Multiple Lines To Insure Survival of Retail Stores

The rise of Firestone to the position of a major factor in the general merchandise field is one example of a development brought about by the war which might have far-reaching effects on post-war distribution. If they carry over into peacetime their present policy, they may be prospects for hundreds of items, now unavailable, which will come into the market again after V-Day.

BY DEAC MARTIN

TO the generation that has lived through the period since America began to roll on rubber, "Firestone" means tires, tubes and allied rubber-wear for automobiles, news photos of Harvey S. Firestone, Henry Ford and Thomas A. Edison on their junkets, smashing color spreads in magazines and full-page newspaper space devoted to tires and "most miles per dollar."

That generation, the childhood and adolescence of the automotive era, still clings to Firestone romance of speedways, adventures on rough, unknown roads at speeds which might attain 40 m.p.h.

Their children also are Firestone conscious. They think in terms of Firestone batteries and other branded automotive accessories and necessities.

If present trends from Akron headquarters continue, today's children who never rode on high-pressure tires

will accept Firestone not only as a leading name in rubber, but also as an organization of national importance in the general merchandise field.

In addition to its regular retail outlets, the Firestone company has instituted a regular mail-order program. When the war ends this member of the Big Four in rubber is ready to adopt a program geared to meet the requirements of post-war conditions.

Firestone readiness includes approximately 700 company-owned stores and about 30,000 dealer outlets. It includes an attractive "Extra Value—Fall and Winter Merchandise" mail-order catalog which begins with electric mixers, door chimes, and waffle irons, and ends with Christmas cards, electric trains and dinnerware.

Preparedness planning includes top general merchandisers added to the staff, training for all phases of general retail store operations, and exten-

sive advertising during the last half of this year—all of which would seem to be an effort to make America think of Firestone merchandise rather than hard-to-get tires.

The big transition which has the trade guessing now started in the auto-radio period of Firestone's adventure into unknown fields. Such a product was off the long traveled tire trail and the newer accessory paths which Firestone had explored. But auto radios went big in Firestone stores. So what about home radios?, asked one of the pioneers at Akron. They sold so well that somebody else suggested other household items.

Following that suggestion, Firestone stores soon displayed vacuum cleaners, refrigerators, electric and gas ranges and such. Each product added to the inventory brought additional requests for accessories to supplement it. Time payments long had been established. So why not sell the purchaser of a washing machine, a wringer, clothes line, clothes reel, pins and other Monday needs on one contract? Refrigerators called for dishes to fit and match. Golf balls brought requests for clubs, tees, bags, and other sporting goods. A give-away of seeds in early 1940 projected the stores into the garden tool and fertilizer business "by popular demand." So it went, with requests adding items and more items until Pearl Harbor. According to ex-

executives who have been a part of this period of natural accretion, they have had to become as conscious of public preference as any merchandise manager in a department store.

When America went to war, Firestone already had placed large orders for 1942, covering items that were moving readily through company and dealer outlets. The latter were accounting for an increasing volume as they followed the leads and merchandising practices set by company-owned outlets.

Tires, Table Tennis, Paint

Then came the freezing of new car and truck sales, ditto for tires and tubes, and certainty of shortages in other lines in which critical materials are used. Gas rationing loomed, arrived spottily, and spread. "What to do without tires or much gas and allied products to sell to fewer motorists on wheels to buy them," was the cry of service-type stores built to supplement a gas station operation, and the store-front outlets depending heavily upon motorists even though such stores do not sell gas and oil.

At the same time, factory people and district men were asking themselves, and each other, "What about Bill Smith? He's handled Firestone in Kanka-walla for 23 years. We gotta keep him in business. That family of his!" Bill's problems were not different from those of other gas service or store-front retailers throughout the nation, whether they had sold Firestone

or X-Prodex. Great numbers who had retailed other lines flocked to Firestone, begging to be taken under the big tent. And that pretty well covers highlights of the saga, up to early 1942, which might be titled "From Tires to Table Tennis and House Paint." For Christmas this year, Firestone probably will dispose of more toys than any other outlet in the country.

The model store set up, full size, in the sales division in the main office building in Akron, incorporates features which remind one of Macy's, Western Auto and a metropolitan Five-and-Ten. The only elements missing seem to be yard goods, women's wear, toilet goods and a soda-grille. It reflects both the spirit and the detail of the double spreads in color which Firestone has used extensively in 1942 to present as many as 50 items of department store character; and is the embodiment of what the public would expect after reading during the fall the Firestone Anniversary Sale full-page newspaper ads.

Viewing these ads and the model store, symbolic of thousands of Firestone outlets throughout the country, the natural question is: What about personnel? Officials say that no such problem existed until early this year, since lines had been added so gradually that headquarters, district offices and retail personnel absorbed them naturally. The executive staff had been expanded by addition of merchandise managers and buyers whose experience

was beyond rubber products and automotive necessities; and the field personnel was being groomed by headquarters for the broader merchandising job.

Personnel training became a major task early in the year when addition of many dealers ran counter to depleting affects of the draft and the country-wide exodus into direct production in war industries. Training crews are now well developed. Field men come to Akron for an intensive course in specialized selling and general store operation. District sales meetings now are attended by store managers, dealers and their picked personnel.

It is the company's experience that new dealers who have ordered merchandise are particularly anxious to learn how to handle and sell it. Many of the new personnel are people with retail experience. Some of them have been trained several weeks in a company store before bringing them into Akron for their P. G. That way, when they come to headquarters, they already have the feel of a Firestone retail outlet, some knowledge of merchandise and procedure.

Dealers Train in Akron

Training at Akron includes operations, service and general store practice in addition to sales. Training starts with tires and other Firestone products, then branches out. Buyers and department heads lecture regularly from their specialized experience. Since a main necessity in such training is to drive home the reasons why people should buy an item, demonstrations of how built, what made of, how set up and how used are frequent.

How far Firestone will go in the general merchandising field in peacetime years to come, no one can say. Like other rubber producers and processors, the company is devoting many of its facilities and resources to filling government orders, in which capacity it earned a Production "E."

Old dealers who are doing well in the new field of general merchandise, and newer dealers who look upon Firestone as an anchor in the war-tossed seas are not likely to be concerned about which way to turn in post-war retailing. What they want now is supply, training and promotional assistance and guidance. An outside guess is that dealers would fall readily in line with any trend which has been proved satisfactory in the company's stores after the war. By following that precedent now they are able to stay in business. And Firestone is likely to become habit forming in such a case.



New recruits for Firestone learn how it is made. Personnel training at Akron includes operations, service and general store practice, in addition to sales.

DECEMBER 15, 1942

Significant Quotes from the N. A. M. War Congress

Individual Initiative Must Be Released to Win Freedom

H. W. PRENTIS, JR.,
President, Armstrong Cork Co.
("The Way to Freedom")

When the war is over, America will possess more manufacturing facilities, more new materials, more skilled labor, a greater pent-up demand for goods of every description, a larger reservoir of savings, than she has ever had in her history. We must capitalize that opportunity in typical American democratic fashion, if the way to freedom is to remain intact.

There is only one way to do it: Solve the dilemma of preserving personal liberty, stimulating individual initiative, and creating economic security for the masses by releasing the vast forces of a socially conscious private enterprise system, impregnated from top to bottom with a vibrant sense of social stewardship, which will measure its achievements not merely by the balance sheet but also in terms of its success in applying the practical precepts of the Golden Rule and the Sermon on the Mount.

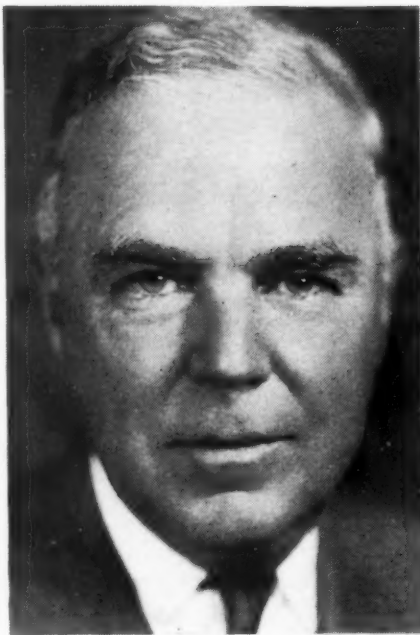
Either business leadership will adopt this solution of its own volition, or the way to freedom will be gradually destroyed by state socialism coming as a wolf in sheep's clothing under the guise of compulsory economic planning. The voluntary assumption of social responsibility in a democracy is the keystone of all liberty. Woodrow Wilson meant just that when he asserted years ago that "Democracy is conduct and its only stable foundation is character."

Industry Is Urged to Learn How to Manage People

C. M. CHESTER,
Chairman of the Board, General Foods Corp.
("Whose Century Is It?")

We American manufacturers have found out how to handle machinery—in fact we handle about half the world's supply—but I am afraid too many of us have not learned how to handle people. . . And by "people" I mean labor, investor, consumer, supplier, public official, farmer, and yes, even the so-called intelligentsia.

We may fail—we may be forced to abdicate, despite our record in managerial leadership—unless we learn this great lesson.



Harris & Ewing
C. M. Chester

We must each get our own house in order. We must be aware that only difficulties lie in the path of the management which dictates arbitrarily and clumsily the policy of its public relations, or subordinates its public relations official to a minor role, or just never bothers to put executive minds together and make its public relations program as modern and efficient as the machinery out in the factory.

Furthermore, we are at last beginning to see that good public relations definitely is a part of the industrial machine.

A Plea to Add Sentiment to the Curricula of Management

WALTER B. WEISENBURGER,
Executive Vice-President, N. A. M.
("Your Day in the Court of Public Opinion")

The public believes that management takes a completely impersonal attitude toward employees; pays little or no consideration to their viewpoint; has no hesitation at all about throwing them out of work; and, in general treats them like any other raw material that goes into the product.

No matter how false a portrait this may be, it is an important one. It illustrates how the worker and the general public symbolize the motives of industrial management.

This trade-mark of selfish, unprogressive, socially reluctant management, too widely held throughout the

nation, is what industry must now dispel. . . .

The best place to start this humanizing program is at home. It starts with the individual manager of each company. It's decidedly a personal affair. People like one another, they like other folk, they are not attracted to a legally organized corporation that is too efficient to be friendly.

I don't really mean "humanizing." You're already very human. What I mean is revealing the real soul of the industrialist so the public can see that it isn't shriveled with greed and pockmarked with selfishness.

Executives are the most cautious, triple condensed, careful creatures alive, when it comes to letting the public see them as they really are. They hide what I have found to be the biggest of hearts and the greatest concern for both employees and public behind a smoke screen of cold dignity. Well, a corpse is the most dignified thing in the world, but it's through. "Stuffed shirt," is the appellation you have earned by this sheltered refusal to talk freely to reporters—to reveal yourself to your employees for fear there is a law against it. I guess there is a law, but law or no law, the manager who lets a labor agitator get closer to his workers than he does is headed for a tailspin.

My plea is to add sentiment to the curricula of management. It's sentiment, after all, which makes the world go round rather than percentage figures. We don't love our babies by the pound, nor our friends by the foot.

Public Relations a Problem of First Magnitude for Industry

DR. CLAUDE ROBINSON,
President, Opinion Research Corp.
("The Public and You")

The best public relations formula for any way of life is this: Do good deeds and dramatize them to the people. Produce, solve problems, get things done; but also tell the people what you are doing. Make plain your motives; identify your movement with the people's interest; appropriate the good symbols and explain your movement in terms of them. For it is written in the book of experience that a prophet is without honor in his own country unless he combines showmanship with prophecy. . . .

In any modern public relations program, step number one is to find out what is in the people's mind. What do they like and dislike about you or your ideas? How well do they know the facts? What misinformation do they have about you? What are you doing or saying that is objectionable? What are you doing or saying that is



**PLEASE DON'T CALL
LONG DISTANCE
THIS CHRISTMAS!**

IT MAY be the "holiday season"—but war needs the wires that you used to use for Christmas calls.

Long Distance lines are loaded with urgent messages. Extra lines cannot be added because copper and other materials are needed for the war.

So — this Christmas please don't make any Long Distance calls to war-busy centers unless they're vital.



**WAR CALLS COME FIRST
BELL TELEPHONE SYSTEM**



praiseworthy in the public mind?

Earlier this year we asked the American people if they were satisfied with the war performance of factory heads, Government officials and labor union leaders.

69% said they were satisfied with the war performance of factory heads.

54% said they were satisfied with the war performance of Government officials.

31% said they were satisfied with the war performance of union leaders.

Thus it is evident that industrial leadership has built public good will by going all-out for war production. Labor leaders appear to have muffed their opportunity, for the public sees them as putting self-interest above the welfare of the country.

It is gratifying to see the American people give credit to industry for its magnificent production job. But there is much yet to be done to assure an adequate public understanding of the why's in back of the job, the need for the fixing of management responsibility, the use of incentives to draw out the best in men, the reward to capital for furnishing the tools of production, the necessity of competition to spur men to higher achievement and purge the inefficient and unfit. There is a public relations problem of the first magnitude.

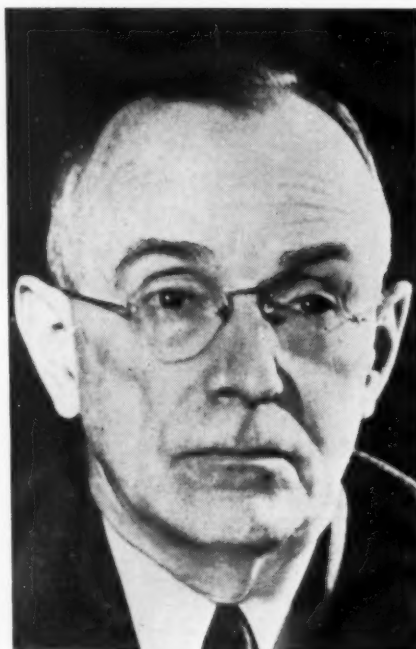
Guard Distribution System For Peace-time Production

WALTER D. FULLER,
President, Curtis Publishing Co.
("Rationing War Resources")

I am not opposing concentration (of industry) *if* it is necessary. Instead I am counseling great caution, the exercising of American ingenuity and inventiveness, to meet the problem in an American way. We can probably learn from British experience, but assuredly we must make our own American design. Concentration at best is a detour around a problem. We in America must keep the road to the future open with plenty of direct pointers to get us back on the broad highway of opportunity when the war is over. . . .

Given a chance to live, business will come through this crisis and be ready to serve the country when the war is over. Without an adequate business structure in existence, how can we hope to have jobs and payrolls to win the peace?

How can we destroy the distribution system and hope to be able to change over to peace-time production speedily enough to avoid another depression? Markets are built only over a period of time and at considerable cost. They are as important in our



Walter D. Fuller

lives as the factories which make the goods. Expanding payrolls and fresh job opportunities result from stimulated markets.

During the last war we were wise enough to keep our business structure intact and our markets ready and waiting. The change over from war to peacetime production was speedy and efficient. There was no depression in the wake of war.

This time, too, we must do everything possible to avoid wrecking our business structure and distribution channels. We must be ready when the war ends to swing into the making and selling of goods to the American consumer. If we do, there will be jobs for war workers and for our soldiers and sailors. Their victory will be complete. We will have the means of regaining our standard of living and rising to new heights of opportunity and prosperity. That is what we are fighting this war for, to make the American way secure for ourselves and our children.

Leon Henderson Forecasts More Czars, More Control

LEON HENDERSON,
Administrator, Office of Price Administration
("Rationing, Rent, and Price Control")

This is my forecast of the next year's policies: We will have more decentralization. There will be more decisions made about rent, ration, and price affairs in the district offices outside of Washington. On retail prices there will be more dollar and cents ceilings.

As for rationing, my anticipation is

that we will be required to ration a number of the essential items of clothing and food in the cost of living index, and that, taken together with control through dollar and cents ceilings, and through the maintenance of grades, (we are requiring them in some circumstances to prevent quality deterioration) we will be able to guarantee to the largest number of families their ability to go forward and make America's production.

We expect to take the position that substandard wages can be raised and that if ceilings have to be elevated in order to accommodate them, then the ceilings will be adjusted. We intend to take the position that there is a long enough time elapsed for warning and caution on enforcement.

Post-war Planning Vital Now to Avoid Chaos When War Is Won

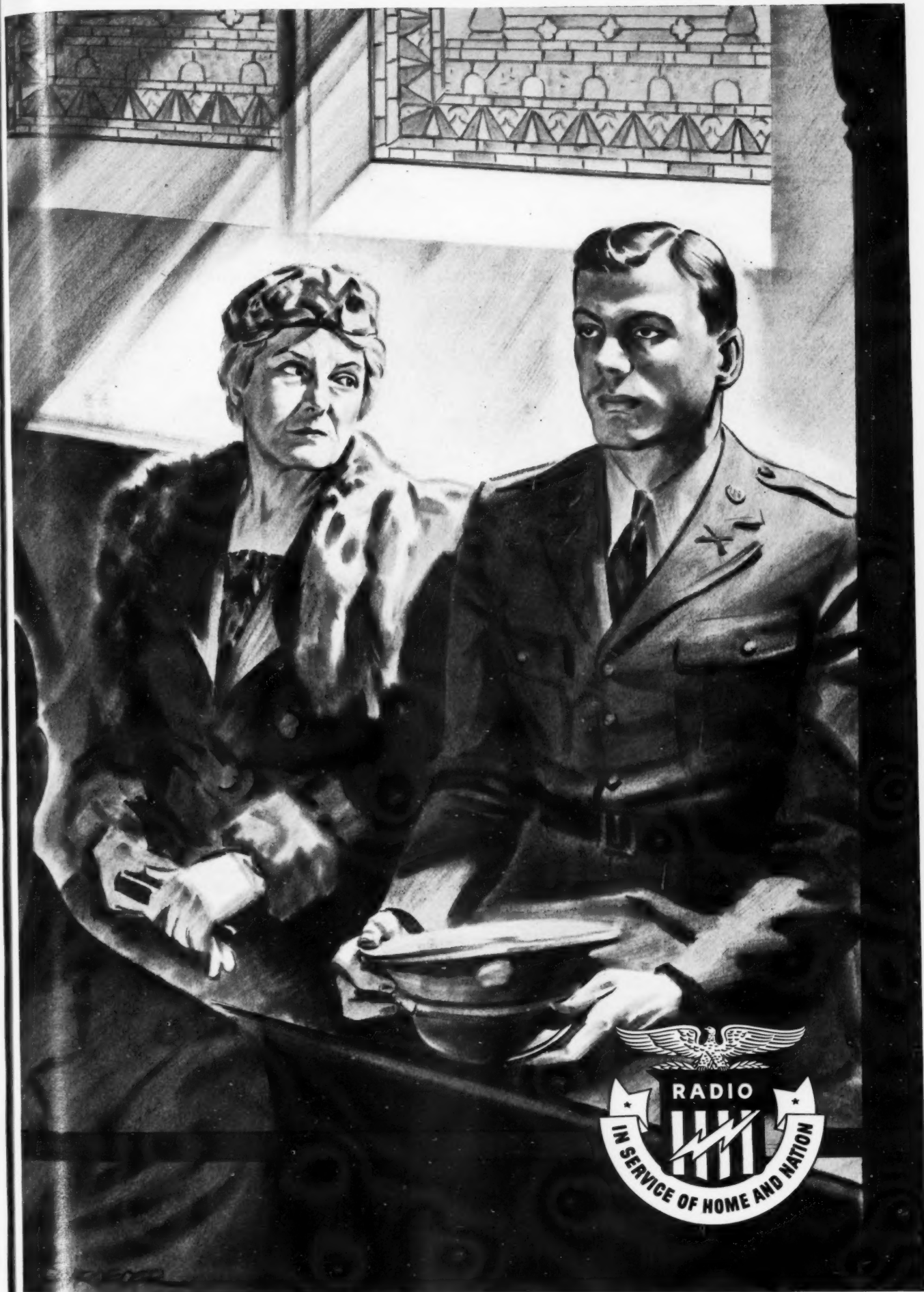
D. C. PRINCE,
Vice-President, General Electric Co.
("Post-war Planning by Corporations")

As soon as material and manpower can be spared from the war effort, manufacturers will start to produce peace-time products. Since almost everything will be in demand, the tendency will be to produce those goods which can be made the quickest. Our supply will be quickly built up in some lines, resulting in layoffs of workers and loss of profit for employers. With men laid off, purchasing power will fail and Government will be called upon to make up the deficit.

To avoid such an outcome, a democratic method must be found whereby producers can assign themselves the job of providing goods and services in roughly the proportions they will be wanted. A start in this direction is already under way. At the instance of a business group, analysts are checking known sources of supply against the probable demand for various kinds of goods. The excess of demand over supply in each case will be a clue to the amount of new productive plants to be supplied by someone.

It would seem a logical next step for suppliers to report their intentions to a central agency. Companies A, B and C report separately through their trade association or directly to the Department of Commerce their intentions to provide facilities to produce \$X worth of washing machines. The sum total of these intentions would be made available for all to see. As long as the total supply capacity is less than the probable demand there would be an invitation for expansion or entry of new suppliers.

The analysis has already been undertaken to estimate the supply of



EDWARD PETRY AND COMPANY, INC., NATIONAL REPRESENTATIVE
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goods and services from past existing sources. By the amount these supplies fall short of estimated demand, new productive capacity in the different lines will have to be created. By the same token, since the total production forecast requires all our manpower resources, there will continue to be an excess of demand over supply until all the available work force has been utilized. Conversely, those who occupy—or contemplate occupying—an over-crowded field would have an opportunity to change their minds, thus saving both time and possible losses.

A summation of information on supply and demand will show the way toward distribution of productive facilities among the needed goods and services wanted by the country. Once a reasonable correspondence has been obtained, all factors of production will have the best assurance of profitable operation. Municipalities and labor groups will have the best assurance of full employment. Without such a method of joint operation, we are faced with the need of some sort of regimentation which might lose the freedom of action which has resulted in the high development of our industrial machine.

If the business community can make such a self-allocation procedure work, a foundation will be laid upon which the actual reconversion procedure can be built.

Henry Kaiser's Challenge To End All Aimless Drift

HENRY J. KAISER,
President, Henry J. Kaiser Co.,
("Management's Responsibility in the Post-War World")

It is not strange that the word "planning" has again come into vogue. But the somewhat ancient versions with such variations as technocracy, share-the-wealth, and pensions for all, have now been eclipsed by the so-called post-war planning in which virtually every nation is engaged.

The time has now come for American industry to take the leadership and actually put a plan into action. The plain truth is that we dare not wait for any protracted period of national or international contention as to what plan is the best, or as to the methods and procedures for putting one into operation.

The first and primary essential is employment—a nationwide, yes, a worldwide opportunity for all who want to work. If freedom to produce is taken literally, it will not be difficult to show that it comprises virtually all of the freedoms so recently and so eloquently expressed. There is no magic source of wealth for the reconstruction period. There is no bounty



Press Association

F. C. Crawford, newly elected N. A. M. President.

sufficient to accomplish the task. There is nothing in the philosophy of the hand-out that can lead to anything but despair for the post-war world which is so rapidly approaching. . . .

Obviously, this is not the moment to discuss details, but here is a thumbnail sketch of a plan that will need no commissions, no corps of experts, no voluminous reports. It calls only for the relatively simple organization of a few essential data: Let industry begin by doing certain things, the need for which is beyond dispute. Here are four avenues of opportunity, in no sense exclusive, but wholly typical of the type of activity which could quickly generate an immense volume of employment.

First, in a convention just closed in the city of St. Louis, the realty men of America expressed their considered judgment that there will be a post-war demand for nine million units of housing. Second, a civilization like ours is completely dependent on transport. Our land transportation at the close of this war will be hopelessly inadequate, through wear, tear and obsolescence. The immense pent-up demand for automobiles which already exists is a matter of common knowledge. Third, the need for a vast, modern, well unified, daringly designed and audaciously constructed highway system is already evident. Fourth, one of the great social needs to which the war has given emphasis is that of adequate medical care for all of the health problems which are engendered by an industrial age.

Has the automobile industry, courage now to design and announce its

1945 models for delivery six months after the close of the war? In spite of the immense strain of war production which the automobile industry is so magnificently carrying, it can surely expand its departments of design. Has the automobile industry the courage to advertise that it will now accept War Bonds as down payments on the 1945 models? Would it now aid the government in the vital need of taking purchasing power out of the market by stimulating the savers to buy bonds with the full knowledge that those savings will assure the purchase of the automobile which will be so sorely needed when peace begins?

Would the general contractors, the makers of road machinery, the manufacturers of cement and steel, and all of the manifold tools and materials that go into the building of highways, organize now to design, plan and finance a highway system that would be one vast extension of the great trunk which crosses Pennsylvania, the modern turnpike of speed and safety? Would the estimates be made with the help of the automobile industry and agencies already in existence, as to the volume of traffic that can be carried, and should be carried in order to quicken the movement of the great civilian army which now knows the automobile to be an essential part of its daily existence?

Will the manufacturers now dare to organize, finance and manage medical centers in every industrial community, where medical service could be purchased on an insurance basis at a cost which would bring not only skill and facilities, but all of the advantages of research within the reach of the common man, and at the same time provide the doctors of America with a participation which would adequately remunerate them for their long and expensive training? . . .

Let the designers and the architects go to work now and the organizers and the financiers now lay hold on this urgent and immediate prospect. Let us forestall the aimless drift of vague and illusory social politics by aggressive and forceful action for immediate post-war production on a scale hitherto unparalleled.

Recently I ventured to say that the interests of organized labor were identical with the interests of management and ownership; that labor had everything to hope for from the American enterprise system and nothing to anticipate from the super-state but liquidation. Our people want to work. They have pride in what they do. They want to possess, and to enjoy the advantages of possession. They do not wish to contribute to the coddling of the idle, and the bureaucratic minds.

SALES MANAGEMENT



In the Courts of Europe, Benjamin Franklin won the first respect for Democracy.

From Printer's Devil to GREATNESS

...READING lighted his way



IN the long noon time, when everyone else went out for meat and wine, young Ben Franklin remained behind in his brother's print shop.

Eating no more than a handful of raisins and drinking only water, he read one of the books for which, as he said, "... all the little money that came into my hands was ever laid out."

And this reading, save for two years in a grammar school, was all the education he ever had.

It was a kind of education that he continued all his life... and it carried him finally to heights of greatness, recognized alike by the humblest folk in America and the elite of Europe's glittering courts.

It made him the First American, the

greatest all-around man of his time, and gave him an imperishable place in history.

The true strength of America today lies in the fact that it is possible for every boy and man to educate himself through reading, as Franklin did.

In more than 7,500,000 American homes, the intriguing pages of **THE AMERICAN WEEKLY** help to develop the reading habit in every member of the family.

There are some who may look superficially at the content of this great magazine and ask whether it supplies the same kind of mental food as that upon which Ben Franklin fed.

Franklin had a robust and universal taste. All his life he was interested in the human stories of love, adventure, intrigue, mystery and human passions such as make up the so-called romantic or sensational content of **THE AMERICAN WEEKLY**.

He had, too, a genius for the "practical"

side of life, such as is catered to in the service pages. But Franklin also went beyond these, as the readers of **THE AMERICAN WEEKLY** do, and read profoundly in such fields as history, biography, science, philosophy and religion... fields which **THE AMERICAN WEEKLY** deals with so simply that it influences the minds of millions, yet so authentically that schools and scientific institutions all over the country use this material.

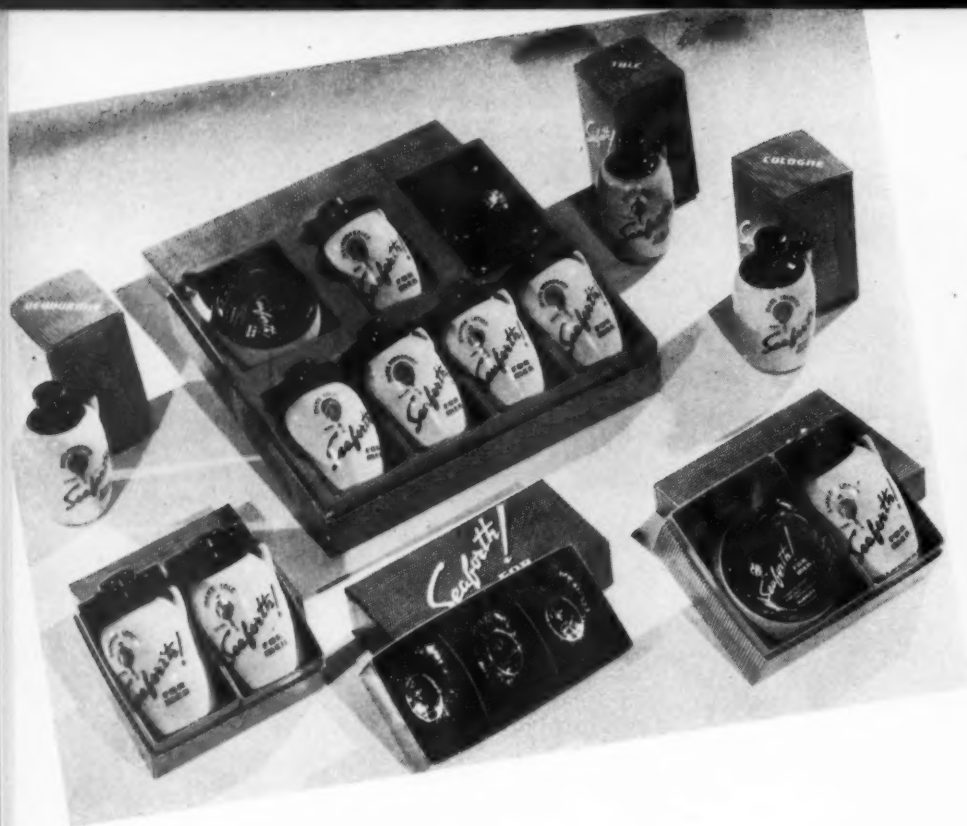
Because it has an eager interest in every facet of life, **THE AMERICAN WEEKLY**, distributed from coast to coast through 20 great Sunday newspapers, has become the library of the millions.

The national advertiser who consistently associates his product with such an institution is tying up with **the greatest force known in advertising**. He is making his advertising message, like the rest of **THE AMERICAN WEEKLY**, the week-after-week reading HABIT of more than 7,500,000 families.

THE AMERICAN WEEKLY
Greatest Circulation in the World

"The Nation's Reading Habit."

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY



Here is the complete Seaforth line, and a special best seller combination, including shaving lotion and shaving mug. Note the attractive, but non-frivolous, beige and brown packages. Madame Wife may covet them, but you can be certain that the urns and mugs will earn a place of honor on top of Mr. Husband's wardrobe.

How Seaforth Built He-Man Appeal Into a Line of Toiletries

No one ever says "sissy" to McKelvy products. They were built from the ground up to appeal exclusively to men, and everything from basic scents through packages, sales promotion materials and copy themes, is as masculine as a typical United States Marine.

A MAN-APPEAL cosmetic line; a hobby fan advertising executive who becomes a client of his old agency; a business that grew from cellar to Rockefeller Center by leaps and bounds. This is the story of Alfred D. McKelvy Co., producer of Seaforth Toiletries for Men.

Men today are using more and more shaving lotions, colognes, talcum and other such items than ever before. Until recently, however, manufacturers of men's toiletries were timid about merchandising these items as "cosmetics." Cosmetics were essentially "female" notions, and shaving creams and lotions were marketed ostensibly as "drug" items. Moreover, high quality men's toiletries were practically non-existent, and the few lines that did exist were packaged and merchandised the same as women's lines.

Seaforth is based on a different set of principles: give the product a masculine package, a he-man scent, and appeal to men's desire to look their best and to feel well groomed. Direct

your sales appeal to the ultimate user the man of the family.

Seaforth products were started by Alfred D. McKelvy as a hobby in the cellar of his Minneapolis home. At the time, he was account executive at BBD&O's Minneapolis office, but all of his spare time and free hours



The Commando Kit, designed for service men, is accomplishing some amazing feats itself—as far as sales go.

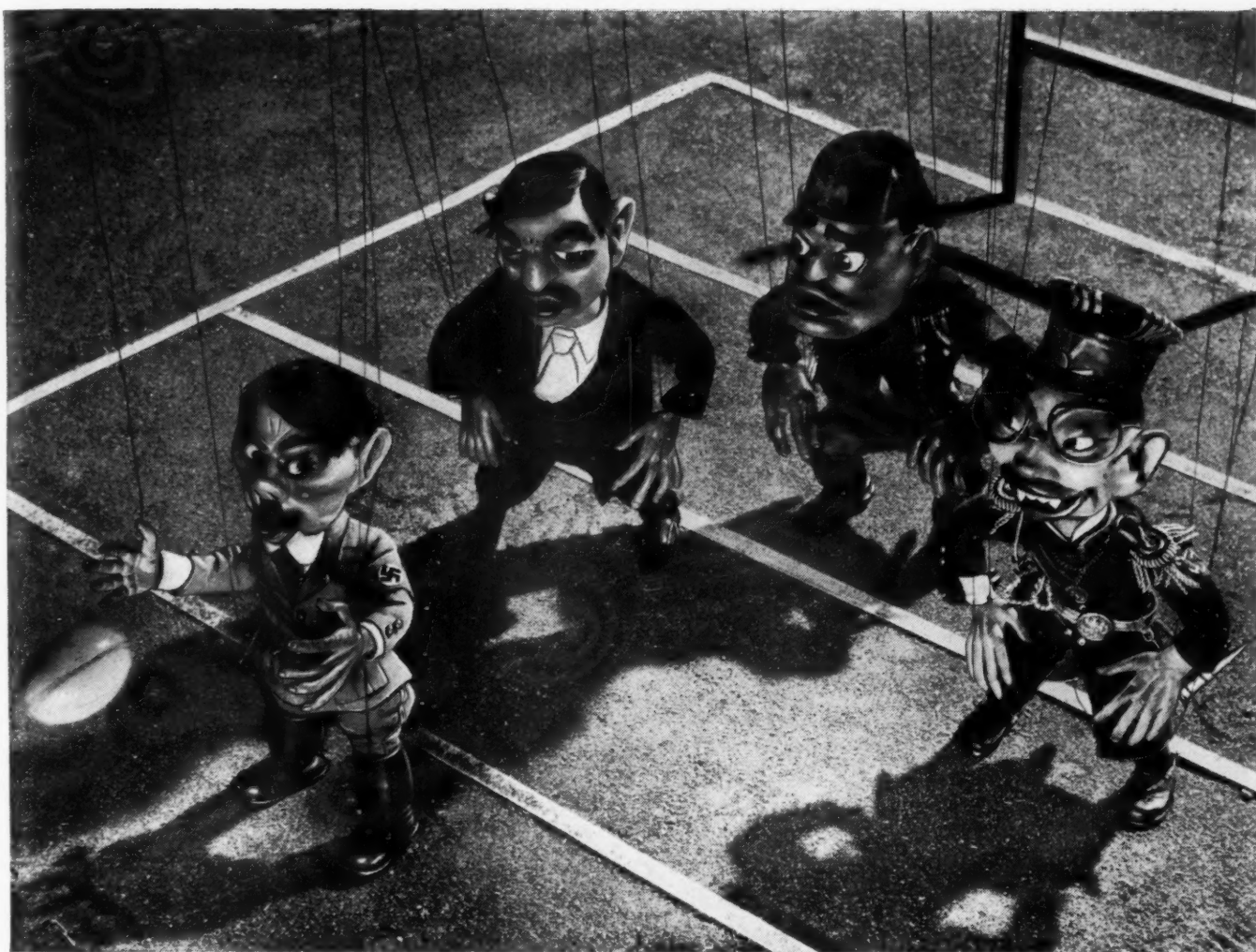
were spent in working out the line of products, in planning suitable packages, and dreaming of what is now the Alfred D. McKelvy Co.

First, Mr. McKelvy selected Scotland as the locale from which to draw the name, the scent and the design of the package. Throughout history, Scotland has had the admiration and affection of other nations. Association with as popular a people as the Scotch would help sell the product. This—plus Mr. McKelvy's Scotch ancestry—made this choice a logical one. A famous name connected with Scotland is that of the Seaforth Highlanders, one of the oldest regiments in existence. Long ago, members of the Seaforth Highlanders had to be over six feet tall and of handsome appearance. Through myth and legend, they have come to be looked upon as the ultimate in men both in regard to appearance and dress. Hence, the name "Seaforth" was chosen for the product.

Next, came the search for a truly masculine container—a package which a man would keep on his chest of drawers, which he would be glad to display in his room. Carrying the Scotch idea still further, Mr. McKelvy designed miniature jugs based on the ancient Scotch whisky jugs. These containers are used for the cologne, hairdressing and lotion items.

There were many difficulties in developing this jug as a proper package for mass production and volume handling. In the process of working out these problems, Mr. McKelvy devel-

SALES MANAGEMENT



What's the plan behind the play... *now*?

THIS SLIPPERY BACKFIELD needs a new set of signals. Its power plays and *double-cross* bucks are old stuff to an enemy that is getting tougher. Intelligent people are asking what's likely to happen now—and they want intelligent answers.

These people are interested in diagnosing the moves, in sensing the strategy—in seeing with their brains as well as their eyes. They're saying "No thanks!" to warmed-over news and half-baked deductions.

And *right there* is the reason intelligent Americans by the thousands are turning to NEWSWEEK—the news magazine that is edited to the high mental capacity of a group, rather than to the physical capacity of its presses—edited to the nation's leaders, rather than the nation's population.

This group of thinking Americans wants news. To give it to them NEWSWEEK has built up an alert and far-flung organization that reports the news... crisply, forcefully... with pertinent facts unobscured by personal petulance.

This group of thinking Americans wants the *significance* of the news. To give it to them the pages of NEWSWEEK

reflect the keen judgment of eminent men who are qualified to weigh and evaluate the stream of news that pulses in from all corners of a tortured earth.

Among these men are Admiral William V. Pratt and Major General Stephen O. Fuqua on the war... Raymond Moley on national affairs... Ernest K. Lindley on the Washington front... and Ralph Robey, far sighted economist. All of these authorities, in addition to interpreting the news, regularly conduct their own columns in NEWSWEEK... giving you their *signed opinion* on important events and trends.

And to top it off, NEWSWEEK brings you the Periscope, an exclusive feature that predicts with uncanny accuracy news that hasn't happened—*yet*. Is it any wonder that NEWSWEEK is eagerly awaited by more than half a million intelligent, opinion-forming families—or that it has a larger concentrated *net paid* circulation among leaders in business, industry and government than any other magazine?



Newsweek

DECEMBER 15, 1942

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oped a new technique in labeling spherical surfaces and invented a new closure for liquid containers which he has patented. This closure, a plastic, simulates the old method of sealing with wax to make an air-tight seal. The Seaforth cap, of course, is removable, but it preserves the traditionally waxed look. An interesting characteristic of the stoneware jug is its ability to keep the contents cool on the principle of the water jugs used for centuries.

Research in Scotch history also brought to light the old sac cups. These were filled with wine by tavern keepers and set in a row before the roaring fireplace for the expected guests. These cups were adapted as the container for the shaving soap. The packages were a happy choice, for they have been accepted both by male consumers and also by packaging experts who have bestowed upon them several awards.

Three Scents Form Base

Another important point in the line to be decided upon was its odor. Mr. McKelvy turned to the Scottish moors with their scent of heather, fern, and peat moss. Dozens and dozens of combinations of odors based on these three scents were compounded in that Minneapolis cellar and, after much preliminary testing, nine were finally selected. Then, to ascertain which one would appeal most to his potential market, Mr. McKelvy arranged with a telegraph company to place the odors, labeled with a key letter, in several large receiving offices. Men sending telegrams were asked to indicate their choice. Mr. McKelvy selected telegraph offices as a suitable testing ground on the premise that men who send telegrams can afford a dollar for toiletries. The result from this poll of several thousand potential customers gave one odor a vote greater than all eight other odors combined, and that odor became Seaforth. This method of assuring consumer acceptance differs considerably from the usual unscientific methods of arriving at perfume blends and assured the McKelvy Co. that a great majority of its market would like the Seaforth blend before manufacture was started.

Scotch tweed from the Seaforth country was procured and photographed. From this photograph a paper was made to cover the packages. The brown and white coloring of the tweed itself was retained and the package was devoid of frills and furbelows. This covering is used on all Seaforth packages with the exception of the latest, the Commando Kit for traveling. For this package a brown

and white herringbone tweed was fancied, and, not being able to procure just what he had in mind, the resourceful Mr. McKelvy utilized a pair of slacks which he had purchased on his last trip to the British Isles . . . for the photographic model.

There are almost two dozen different alignments of seven Seaforth products, which provide the customer with a choice of single items and sets ranging from two to seven items. At present the line consists of shaving mug, men's soap, men's cologne, shaving lotion, talc, deodorant and hair-dressing.

Finally came the question of pricing the line, and then of marketing it. Every item in the line sells for a dollar, on the theory that men prefer to pay a round sum for an item, and that this moderate-priced line would be accepted by a large group of men.

On a trip East, Mr. McKelvy packed some sample containers of Seaforth in a suitcase, and began to call on toilet goods buyers in large department stores between trains and in his spare time. They were the people who could tell him if these products had any market value . . . if they would sell. Twenty-four stores in the East and Middle-West not only gave their encouragement, but they placed orders immediately. The first order received was from B. Altman & Co., New York City, for \$180 worth. When Mr. McKelvy got back home, he had orders for \$3,900 . . . but no plant or merchandise on hand. The company was formally on its way. It was moved from the cellar into an empty store and then into a small plant.

In addition to domestic business, orders from abroad started to arrive and soon Seaforth was being shipped to Sweden, Argentina, South Africa, Australia and other far off places. The demand for Seaforth in Mexico and Canada became so great that Mr. McKelvy recently opened plants in Mexico City and Montreal.

Because more and more of his time was required in the East, and because of manufacturing advantages, the Mc-

Kelvy Co., recently moved from its Minneapolis home. Today the general offices occupy a large part of a floor at 10 Rockefeller Plaza and the factory, a building in Greenwich, Conn.

Advertising and sales promotion have played an important role in the development of this company. From the start, Mr. McKelvy, as an advertising man, had in mind the advertising possibilities of the line. Advertising expenditures in magazines will amount to over \$100,000 this year. The current Christmas campaign, based on the slogan "Give Seaforth. He'll say 'Thanks' and mean it!," will include half- and full-page advertisements in full color in *Life*, *Esquire*, *Collier's*, *Vogue*, *Harper's Bazaar*, *Woman's Home Companion*, *Time* and *Look*. BBD&O places all the advertising.

Color Adds Zest

Sales promotion material, displays and catalog all bear Mr. McKelvy's mark, and follow his precept of investing in quality. Partial to color, practically all advertising, catalogs and other promotion literature and displays are full-color with a decided use of black as a rich background.

War-time restrictions and regulations will, of course, play a role in determining the future policy of the company. In many instances, the company anticipated shortages, and eliminated "essential materials" even before the Government requested that step. Over-all weight of all packages has been cut, but not the contents. One reduction in weight was effected through the use of a three-ply laminated cardboard in place of a single heavier board in the boxes. Not only has this reduced the use of material, but it provides a stronger container. Copper plate was eliminated. Necessary formula changes have not affected the quality of the products.

Another effect of the war has been the reduction in civilian market caused by the rapid growth of our armed forces. This newly created market of the men in service has received special emphasis and Seaforth products are winning favor with the men in uniform. The Commando Kit of Seaforth Toiletries was created especially for this market and has met with great success. A single order recently received from this market was greater than the entire business done by the company in its first two years.

Ingenuity, imagination and good common sense have all played an important part in the growth of this business, but, once again, it's a case of good product, good packaging, and good advertising and sales promotion.



This is the little man who's usually there—on Seaforth promotion pieces.

Electrical Bureau Backs Plan to Help War-Hit Dealers

THE distributive industries have been hardest hit of any one division of industry as a result of wartime conditions. This is serious for distributive businesses now. And it is going to be equally distressing after the war, for manufacturers and big business generally if the resumption of production must await the re-development of hard-hit distributive outlets.

This threat obtains for all types of business, but probably affects the electrical appliance field more than others. Realizing that fact, the well-organized electrical industry of northern California is taking steps that represent action *now* and, at the same time, may be regarded as planning for post-war days.

Form Dealer Advisory Board

One means of helping to keep dealers in business was adopted at the last meeting of the Northern California Electrical Bureau. It is a Dealer Counsellor Service which will attempt to provide expert, informed and unbiased advice for dealers menaced by war-time problems.

The bureau is made up of leading members of the electrical industry in northern and central California and represents all divisions of the industry from the utility (Pacific Gas and Electric Co.), through manufacturing, wholesaling and dealer groups, to engineers and technicians. It was consolidated recently with the Electrical Appliance Society and (for the war period at least) includes in its activities the functions of this society.

The dealer counsellor idea was originated by O. R. Doerr, secretary, of the bureau, who is general sales manager for Pacific Gas & Electric Co. Soon to be publicized to the trade, it will provide a confidential advisory set-up whereby practical business men with a thorough knowledge of the appliance industry will do their best to help solve the many problems—mostly survival problems—of appliance dealers and distributors.

A spokesman for the bureau told **SALES MANAGEMENT**: "The thought behind the counsellor service is that many dealers need to discuss their difficulties with a person or persons who are fair and unbiased, yet fully conversant with the industry. At present, these dealers have no one to go to but their banker or lawyer, or some-



H. Armstrong Roberts

Let's See—I Never Saw THEM Before!

Grocers, other retailers in Troy notice it every day — new customers, folks they've never seen before, becoming regular patrons.

War industries have brought many newcomers to the Troy A.B.C. City Zone. Gas meters, electric meters and phones in service; housing surveys and other indices show population is up in New York State's lowest cost major market. Retail sales are up plenty, too, and will total 66 millions this year.

Sell the 115,000 consumers* here through Troy's sole dailies, the medium that reaches "everybody." Complete coverage is yours at a single rate of only 12c per line.

*1940 Census.



**THE TROY RECORD
THE TIMES RECORD**

THE TROY RECORD CO. A. VOOR, ADVERTISING MANAGER

All Advertising Direct

one with no intimate knowledge of the electrical appliance business. This is why the bureau decided to set up, as a wartime program, this counselling service to be provided within the industry."

Although the counsellors will have a complete, inside knowledge of the business problems of the industry, the dealer will not have to fear them from the competitive point of view because of the manner in which the counselling committee will be formed.

The technique is this: any dealer in the electrical appliance field in the territory covered, who has problems or difficulties he would like to talk over, may contact Bert W. Reynolds, a utility man, and chairman of the bureau's executive committee. Both applications for counsel, and the subsequent discussions, are strictly confidential. When Mr. Reynolds learns the general nature of the problems with which the dealer is faced, he will appoint a counsellor group of three or four persons acceptable to and approved by the dealer seeking advice. No one ever will be appointed to a counselling group unless acceptable to the dealer.

These individuals serve as a special committee for that specific case. Each new case will have a new counsellor

group, chosen and approved in the same way.

The counsellors then meet with the dealer and the latter's difficulties are discussed in detail, as many meetings and as much time being given to each case as the circumstances warrant. The counselling committee will attempt to give practical advice drawn from a broad knowledge of the industry.

The bureau and its service will not be in a position to make loans or give financial aid in cases of such need, but they will be in a position to suggest every possible means whereby the dealer may help himself. They will, for instance, even intercede or arbitrate in cases of difficulties with wholesalers or manufacturers.

The problems likely to be brought to the bureau's counsellors are expected to include everything from the grim question, "How can I stay in business?" to "What sidelines can I take on to maintain some semblance of an appliance store?" or "What can I do about the help situation?", as well as matters of business reorganization, management, conversion, etc.

Getting help is expected to be a recurrent question, since many smaller dealers have had helping them either sons or other members of their own families now in the armed forces or

shipyards, or else their employed personnel has been lost in the same way. The bureau is taking steps to give practical assistance on this latter problem in particular.

Officers of the bureau are: president, Louis J. Breuner; vice-president, Charles W. Goodwin, Jr.; secretary, O. R. Doerr; treasurer, Arthur E. Rowe. On the executive committee are: chairman, B. W. Reynolds; members, E. J. Duggan, chairman, Lighting Section; H. J. Newton, chairman, Wiring Section; B. M. Tassie, chairman, Appliance Section; George C. Tenny, chairman, Educational Section; George W. Abbett, Charles W. Goodwin, Jr., and A. H. Meyer.

Recommended New Books For Marketing Men

"Drug Products: Labeling, Packaging, Regulation," by Arthur D. Herrick. Published by Revere Publishing Co., New York City. Price \$7.50.

"Books for the Advertising Man," by Alfred T. Falk. Published by Bureau of Research and Education, Advertising Federation of America, New York City. Price \$1.

"Successful Retail Salesmanship," by Robinson & Robinson. Published by Prentice-Hall, New York City. Price \$5.

"Outlines of Marketing," by Agnew, Jenkins, Drury. Published by McGraw-Hill Book Co., Inc., New York City. Price \$3.

"The Public Speaker's Treasure Chest," by Herbert V. Prochnow. Published by Harper & Bros., New York City. Price \$3.50.

"How to Dictate Better Letters," by James F. Grady and Milton Hall. Published by Harper & Bros., New York City. Price \$1.50.

"Merchandise Availability in Utah," by D. E. Faville, D. M. Jones, R. B. Sonne. Published by Stanford University Press, Stanford, Cal. Price \$3.

"Tools of Victory for the Battle of Production," Published by The Detroit Public Library, Detroit, Mich. Price 50 cents.

"Correspondence Manual and Transcribers' Handbook," edited by L. L. Lewis. Published by the Dartnell Corp., Chicago, Illinois. Price \$5.

"Color Harmony Manual," (13 vols.), text by E. Jacobson. Published by Container Corp. of America, Chicago, Ill. Price \$50.

"Patents and Industrial Progress," by George E. Folk. Published by Harper & Bros., New York City. Price \$3.

"Cost Accounting for War Production," by W. B. Lawrence. Published by Prentice-Hall, Inc., New York City. Price \$4.65.

"Principles of Selling," by H. K. Nixon. Published by McGraw-Hill Publishing Co., New York City. Price \$2.50.

"Life Underwriting—A Career for Women," by Committee of Women Underwriters of the National Association of Life Underwriters. Published by The Insurance Research & Review Service, Indianapolis, Ind. Price \$2.

"Peace Plans and American Choices" by Arthur C. Millsbaugh. Published by The Brookings Institution, Washington, D. C. Price \$1.

TRAFFIC'S AT THE PEAK in Pittsburgh's Post-Gazette



Yes, sir, they'll stop any time ... any place ... to read the Pittsburgh Post-Gazette ... these men who are, or should be, your customers. L. M. Clark reveals the fact that the Pittsburgh Post-Gazette has 29% more men reader traffic (cover to cover) than the average of 19 other metropolitan newspapers studied.

PAUL BLOCK AND ASSOCIATES—NATIONAL REPRESENTATIVES
New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

This Year

PUT A WAR SAVINGS STAMP ON EVERY CHRISTMAS CARD YOU SEND

This Christmas, Americans will send their families and friends
More than one billion Christmas cards.

A ten-cent War Savings Stamp on each of these cards
Will fill 20 million War Stamp Books, and start a million more!
Enough to put more than 100 million dollars in the U. S. Treasury!
Enough to buy 500 long-range bombers!
Enough to buy 2,500 fast fighter planes!
Enough to buy 1,000 sixty-ton tanks!
Enough to buy 3 heavy cruisers!

In this year of war, there is only one thought in our minds,
Only one hope in our hearts...
To win the Victory that will bring our boys home to us,
And make possible, once again,
"Peace on Earth, Good Will to Men."

So, in this year of war

Let's add a Victory note

To our customary Christmas greetings...

Let's put a War Savings Stamp on every card we send!

On every Christmas card to our families and friends;

On every Christmas message we've planned to send to customers;

On every Christmas card and letter we address

To every Soldier, Sailor, and Marine!

Yes, this year, let's all join in

And make a *Christmas Card Crusade for Freedom!*

For every War Savings Stamp we buy and send

Will help bring Victory nearer... will help create

A vast reserve of buying power which,

Unleashed by Peace, will bring prosperity and jobs

For all our boys when they come home.

A SUGGESTION FROM CALVERT



HOW YOU CAN JOIN IN... AND HELP TO WIN THIS CHRISTMAS CARD CRUSADE FOR FREEDOM!



Paste the Stamp directly on the greeting card. It may then be cut out or steamed off and placed in a War Stamp Book.



Stationery and drug stores can help by having Stamps for sale at card counters and displaying reprints of this message.



Business organizations can help by putting a War Stamp on every greeting card they send to employees, customers, and associates.



Department stores can aid by displaying this message in advertisements over their own names; and by selling War Stamps at card counters.



Factories, schools, theatres, can help by displaying this message (reprints without our name free on request) on their bulletin boards.

Organizations or companies desiring reprints of this message suitable for their own signature are invited to communicate with Calvert Distillers Corp., 1500 Chrysler Building, New York, N. Y.



"What? You want a hundred thousand gallons of orange sherbet to make synthetic rubber?—Suppose they're out of orange?"



West Coast "Pools" Help Small Business Weather the War

You might call it "cooperative sales management." It's the technique through which the manpower, the skills, and the productive capacities of many little plants have been converted to war through group action.

A brand new variety of sales management is emerging from the pressure of war on small business: it is the sales management of small-business co-operatives, or pools, in the interests of the survival of the groups involved and transfer of their peacetime operations to war work.

Some of the new sales managers might not entirely approve the term; yet, the main function of the co-operatives' executive heads is to sell the abilities and services of their groups

to government procurement agencies and to act as *liaison* men between the new producer-co-operatives they represent and Uncle Sam.

A study of the techniques and operation of some of the successful business pools, co-operatives, reveals not only interesting trends in business adjustment, but indicates developments in sales management under a war economy which may influence post-war business.

Some 280 small business plants in northern California, employing be-

tween seven and eight thousand employees, are organized into 16 different types of business co-operatives. These co-operatives—none of them more than a year old, half of them less than six months old, and one a mere baby—already have had 25 and a half million dollars' worth of war contracts among them, with new ones coming along constantly.* This figure refers only to pool contracts. At least 200 additional contracts have been obtained by participating firms individually on their own initiative.

While some of the plants represented might have survived without entering into co-operative operations with competitors or companion plants, the greater number were faced with extinction as priorities and freezing orders paralyzed their operations, according to pool managers. Not all the pools are uniformly successful—all are experimental—but they are credited with having benefited their members directly and non-members and their communities indirectly.

Little Business Given Chance

At the same time, government spokesmen in the War Production Board consider that if the job fits the facilities, small business with lower overhead can produce at lower cost than larger business; and that repair jobs, for which these groups are eminently fitted, may contribute as much to the war effort as new production.

In addition to repair, the 280 plants already have produced for Army and Navy requirements, items ranging from blankets and uniforms to ship and barge sections, according to John Tolan, Jr., pooling specialist with the WPB at San Francisco. Fourteen of the plants have been awarded 37 prime contracts and 16 sub-contracts. As the Smaller War Plants Corp., gets into action here, even wider distribution of war contracts to small business is expected.

The plants that are organized into the 16 co-operatives had peacetime enterprises ranging from garment manufacturers through automobile repair shops, machine shops, store specialists, restaurant, cabinet makers, metal workers, sheet metal, die-casting, screw machine works, plastic manufacturers, box makers, household-fixture makers, farm machinery manufacturers, and others.

* Just in the past several weeks, for instance, the following new contracts have been awarded, apportioned as follows: Stockton pool, four new contracts from Mare Island Navy Yards, worth \$30,000; 43 Type C contracts worth \$212,000 to the Fresno pool; Sacramento group, awarded 17 Mare Island contracts totalling \$190,000.



E. F. BURTON, Chief Engineer of the parent plant, is one of many Douglas executives who depend upon Dictaphone to help them get things done. Says Mr. Burton: "We have found Dictaphone adaptable to a wide range of uses, not merely for dictation of correspondence but even for such special purposes as recording data during test flights. It has been my experience that this machine is an efficiency aid quite in accord with our wartime theme . . . every minute counts."



VIVIAN ENGELBRECHT, secretary to A. M. Rochlen, Douglas Director of Industrial and Public Relations, says: "There is a warm spot in my heart for Dictaphone. The executive for whom I work has become a human dynamo in these critical days, but our Dictaphones enable me to keep pace."

Helping to

MAKE EVERY MINUTE COUNT

at Douglas . . .

IN Douglas Aircraft Company's California plants, as in its Midwestern factories, fast and formidable Douglas-made military airplanes are rolling off the assembly lines in record-breaking numbers.

Managing the vast Douglas organization, coordinating the huge army of Douglas production soldiers, and solving the daily technical and administrative problems, require enough departments to run a good-sized city. It's a tough job—a job that requires the full use of every modern time-saving and labor-saving tool available.

That is why Dictaphone equipment is so important a part of the Douglas organization. Dictaphones are geared right into the production set-up.

Giving Wings to Words . . . Here, as at hundreds of other vital war plants, Dictaphone dictating machines are helping hard-pressed executives do *more work in less time*.

Some of these men seldom write a letter. They are using their Dictaphones to issue instructions, to record flash ideas

and long reports, to digest government rulings, and to prepare analyses of engineering findings. They are dictating memos to avoid needlessly interrupting the work of their associates and because they can dictate at any time without requiring the presence of a secretary, they are finding it convenient to confirm important phone calls, oral instructions and conference highlights *on the spot*.

Meanwhile, the elimination of two-person dictation leaves the secretaries free to handle phone calls and visitors, and perform other important secretarial duties.

In these critical times, when all Dictaphone users are faced with the urgent necessity of getting more done in less time, such effective application of the Dictaphone method has special significance.

IN the Central Transcribing Department at Douglas Dictaphone cylinders are swiftly and skilfully transcribed.



OFFICE ORGANIZATION as well as production lines at Douglas are streamlined. Personnel of the Parts Sales Department use Dictaphones to record parts lists and data to speed vital shipments.

Munitions and Materiel . . . All Dictaphone factory facilities are now engaged in turning out remote control aiming and firing devices for anti-aircraft guns, and other precision instruments for the armed forces and war industries. Thus the skill developed by Dictaphone Corporation in the manufacture of Dictaphone equipment is contributing in helping to provide actual munitions and materiel for America's war requirements.

DICTAPHONE

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REPORTS LIKE THESE HELPED M.O.T. TO ITS 19 C.A.B.



HERE ARE a few reasons why the March of Time has quadrupled its listening audience since June—why it was scoring way up at 19 on the last Crossley rating. If you missed hearing Jeffers, Truman, Holcomb, there are more newsmakers to come—people, known and unknown, all playing lead roles in the most stupendous drama of our times.

You'll hear dramatized events, too—short, gripping acts that seem to put you right "on scene" with history in the making. (Sometimes it's news that somehow was underpublicized—such as a recent sketch when the March of Time re-enacted the little-known story of how the Nazi Commissioners were wiped out in Morocco.)

TIME invites you to tune in any Thursday night—on a program called by its audience "enormously entertaining," "a great public service," "the high spot of the radio week"...

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[50]

The organizations that have been formed, each to meet the needs of its group and the production demands of the Government, run all the way from complete co-operatives with group buying, pooling of equipment, manpower, and techniques, to loose associations of plants retaining more or less complete autonomy. The oldest, the San Jose Manufacturers' Association, (See "The San Jose 'Defense Pool'; What It Is, and How It Works," September 15, 1942, SM.) has a rather complex central management not recommended by the WPB. (The WPB prefers the co-operative or collective method.)

Co-operative Pool in 'Frisco

San Francisco Wood and Metal Workers, only six months old, probably is the best example of the co-operative set-up. J. Gordon Ennes, its manager, describes it as a non-profit, certified war production pool, which is a good description of most of the pools.

It is composed chiefly of shops whose peacetime operations were the designing, production and installation of store, restaurant and bar fixtures. They might be called highly specialized general contractors who had their own designers, who supplied all appurtenances, including even linoleum, draperies, etc., and who built for the ultimate consumer.

The pool was organized with six members, but at present only four are wholeheartedly participating. They are: Fink & Schindler Co., Mullen Manufacturing Co., Unit-Bilt Fixture Co., and Ostlund & Johnson. These firms in the past handled large bank and department store jobs and, together, in normal times, they grossed about three million dollars annually.

While large plants of their type, they are not large in relation to government work. All the plants of which this group is comprised had 417 employees when their pool was organized and given WPB approval in May of this year.

War work was the only chance for survival and an opportunity for the plants to contribute to the war effort. Says Manager Ennes: "The pool was formed to meet the conditions imposed by the Government in getting out large contracts in a short space of time." The pool manager acts as *liaison* agent between the various elements; management rests with a committee of the active members who meet daily at lunch with the manager. The aim of *each* is to keep the wheels of *all* turning, not merely to ensure his individual survival.

"We take work in the name of the

pool, and allocate it among different plants, depending on the situation at the time of undertaking the work instead of allocating it at the time we put in the bid. At the time of bidding, each plant figures the job independently; then, through the manager, a composite bid is evolved and each of the plants becomes bound to execute it on the terms of the bid placed by the pool. In arriving at the composite bid, we take the lowest, unless it is proved to be erroneous. The high bidder has to prove that the low bidder is wrong. Each member must take work once it is allocated."

An important and fundamental point, says Mr. Ennes, is the establishment of work on a production basis. "Since government work is in such large quantities, it is scheduled on a production basis. Some small shops do not realize the difference between operation and production. Breakdown is done on a production basis. At the time of establishing this production basis we make up a preliminary production schedule. This usually is done by the manager. It is then re-analyzed by the foremen of all the shops acting collectively."

These foremen conferences are regarded as very important contributions to the success of the pool. Another interesting point is that, as the work is executed, any improvement developed by any one plant becomes the property of all.

Workers' Ideas Save Time

"On recent quantity-production jobs operations were reduced by 20% in man hours through contributions of the workers who offered time and labor saving suggestions."

The San Francisco Wood and Metal Workers also have a regular policy of shifting expendable tools and machine tools from one shop to another when such procedure will expedite the work. Men are exchanged between shops to relieve bottlenecks, and no man is discharged by any of the plants without first consulting with all other shops regarding his possible use in any one of them.

Inventories of material are made available to each shop and replaced in kind.

For instance, Mullen Manufacturing Co. has the largest inventory of materials. One of the other plants is undertaking a certain job and must have material immediately. Before priorities requirements, etc., can be met, it may be five days before the material can be purchased. But the job must be finished in five days. So Mullen Manufacturing Co., which happens to have the needed material, advances it to the

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Advertising rate . . . \$90.00 per unit, on 12 insertion basis, which includes both Spanish and Portuguese editions (unit size same as *New Equipment Digest*, 3 1/4" x 4 3/4"). Circulation guaranteed 20,000 copies. Forms for first issue close February 1st for copy . . . February 20th for complete plates.

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plant in need. When the plant receives the material it ordered, the borrowed goods are replaced. There is no money exchange.

A joint training program is one of the most interesting and progressive moves of this co-operative. "Through the medium of the public school system and under the sponsorship of a joint committee of employers and employees, we have access to a fully-equipped woodworking shop. The instructors in this woodworking shop are men who work in the daytime with the tools of the trade and at night instruct apprentices and journeymen who are being up-graded, or others who recently entered the trade and

are learning special operations."

A new plan proposes the early introduction of women into the training schedule. In this particular field women previously have not been employed. To bring them in, certain facilities must be installed to comply with state requirements. Another stumbling block which has to be overcome is a state law (somewhat Victorian in its conception of the fragility of the fair sex) which says that a woman may not be required to lift weights over 25 pounds!

An experiment of the pool training program with visual aids for the training of new trainees is proving successful. These visual aids are motion pic-

tures (35 mm) of actual workers engaged in the operations being taught. The pictures were taken in the plants by the pool manager. Top men at given skilled work were chosen to pose for the shots (usually on Sundays). Mr. Ennes emphasizes the generosity and co-operative spirit of the men who thus make available to others—trainees who may eventually go into job competition with them—their hard-earned skills and experience. With visual aids, the difficulty of nomenclature in training is overcome. Workers who train others not always are at home with words. Even if they are, pictures of actual performance are imbedded into trainees' minds more quickly and more indelibly than words ever could.

The work undertaken at the present time by this co-operative is chiefly construction of ship furniture, cantonment outfitting, and insulation work aboard ship (ship's joiner work). Because of the military nature of the work, the pool does not advertise the money value of the contracts it has undertaken, but they are described as "substantial" and the members feel "well satisfied," since eight months ago they were faced with extinction or to marking time until the war's end.

"The Chain Is As Strong . . ."

One of the points emphasized strongly by Mr. Ennes, and constantly kept in mind by those in charge, is the maintenance of the collective structure of the organization.

"We avoid building up a heavy administrative overhead, considering it decidedly inadvisable. Our aim is to strengthen each plant in itself and not to weaken the plant and strengthen the superstructure—which would have to be scrapped after the war."

The post-war period is kept in mind in all of this pool's operations, for the management believes that resumption of competition will then be required. "For instance," Mr. Ennes points out, "the pool, as such, does not do any purchasing. One of the plants will do the buying for all the plants in their pool requirements, and the material is then distributed." Even in such matters as managerial office work, and in all paper work, the greatest economy is observed. If Mr. Ennes has to dictate letters, he calls upon the stenographic staff of the various plants. This practical absence of pool superstructure is not "average," in so far as the northern California pools are concerned.

Mr. Ennes' experience with pooling operations leaves him enthusiastic. He believes that, properly handled, their function is economical. Recently he

SALES MANAGEMENT



Peacetime engineer yesterday
WAR ENGINEER TODAY
Peacetime engineer tomorrow

He's a busy man these days

In peace or war railroads in America are indispensable. Freight volume has increased 98% in three years—more than six million soldiers have been transported in the U. S. since war began.

And Toledo is one of the nation's largest railroad centers. More than 8,000 highly paid railroad workers make their homes in Toledo—their annual wages amount to over eighteen million dollars.

Railroad workers have always been well paid and there is every reason to believe railroad employment will continue steady after peace is won.

Will your product be remembered by these busy men of war?

Will products that are by-words today
be BUY-words tomorrow?

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES



Railroading is only one of many essential factors that contribute toward making the Toledo area Ohio's DOUBLE-VALUE market . . . Industry and agriculture form a stable market for today—and for the future.

was quoted as saying: "To relieve congestion of trans-country shipments, we must have more sub-contracting and more pools. Scores of items shipped here from eastern plants for use in this port—such as ship furniture—could be made right here, saving shipping space and speeding the date of delivery. Procurement officers say they don't know an item's destination, but they should find out. We are wasting freight space." Mr. Ennes says that he has noticed that the various government procurement agencies show a tendency to recognize pools as "prime contractors," on a parity with large single manufacturers, and this he considers a good sign.

Mr. Ennes, a graduate engineer, was superintendent of a war-born shipyard in New York State during what he calls "the other war." Before that he served as assistant to the production engineer at Remington Arms Co., Bridgeport, Conn. After the war he went to Pacific Coast Shipbuilding at what is now Port Chicago, Cal., where he was inside superintendent. Later, he was secretary-manager of a cabinet manufacturers' trade association, also part owner and operator of a local manufacturing plant. In working with employes, he is definitely, "one of the men"; in labor negotiations, he never has had his workers go out on strike, "and I don't give anything away," he says.

Limited Co-op Type


Another type of pool, a limited co-operative, is the San Francisco Defense Works, Inc. It started with 11 members, and now has 22 with some 2,500 employes between them, and six prime contracts. Edward Schomberg "sales manages" the association, which operates with an entrance fee and monthly dues of \$25, \$50 and \$75, depending on the size of the firm. Its president, Edward Landels, says the member firms operated pre-war plants doing business as sheet metal, die casting, machine, and screw machine shops. They have one enameling company, one wooden box company, and one fibre box company.

The group originally organized in connection with one particular job for ordnance. The job was finally taken in the name of one of the firms. The WPB suggested a pool, which subsequently was formed. The advantage to the group, says Mr. Landels, is that the manager is in constant contact with the procurement agencies. Its purpose is primarily to provide a medium by which business may be distributed to the smaller firms. It provides centralized information and contact, helpful exchange of ideas, mate-

PARK & TILFORD

Private Stock

RYE OR BOURBON



WHEREVER
FINE WHISKIES
ARE SOLD

The

GIFT De Luxe

because it is

America's Luxury Whiskey

PARK & TILFORD DISTILLERS, INC., NEW YORK, N. Y. • A BLEND OF STRAIGHT WHISKIES • 92 PROOF

The Spokane Area is a BLUE RIBBON FIELD

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

One of The Nation's GREAT MARKETS

COMPARE THE SPOKANE AREA WITH ALL U.S. CITIES OF BETWEEN 100,000 AND 1,000,000 POPULATION!

A MARKET THAT IS DISTINCTLY DIFFERENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

BOUNDARIES OF THE SPOKANE AREA Defined

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

BOUND OF REFERENCE THROUGHOUT THE NATION

THE SPOKANE AREA IS A MARKET THAT IS DISTINCTLY DIFFERENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

THE TRAFFIC LIGHT IS GREEN IN THE SPOKANE AREA!

BUSINESS HAS "GREENED UP" IN THE SPOKANE AREA DUE TO A COMBINATION OF FACTORS

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

SOME OF THE World's Biggest Things ARE IN THE Spokane Area!

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

Quiz

ABOUT ONE OF THE NATION'S GREAT MARKETS - Spokane and its Surroundings

1. What is the population of the Spokane area?
2. What is the area's location?
3. What is the area's climate?
4. What is the area's economy?
5. What is the area's history?

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

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5. What is the area's history?

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

Sales Volume UP! Milline Rate DOWN!

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

Advertisers Get Good

DAILIES' MILLINE RATE STEADILY DECREASED

Measures in Spokane Area!

SALES OPPORTUNITIES FAR ABOVE AVERAGE

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

OVER THE TOP.

AS FLOOD GATES ARE OPENED AT GRAND COULES - THE WORLD'S GREATEST DAM!

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

\$20th Grub Stake Enabled Which Has Produced

Poor Carpenter to Locate Mine \$75,204,517 in Ore

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

THE SPOKANE AREA

THE SPOKANE AREA IS A MARKET THAT IS DISTINCTLY DIFFERENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

THE SPOKANE AREA

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THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

THE SPOKANE AREA

THE SPOKANE AREA IS A MARKET THAT IS DISTINCTLY DIFFERENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

YOUR 1932 ADVERTISING IN THE SPOKANE-REVIEW AND SPOKANE DAILY CHRONICLE

WAS A SUCCESSFUL & PROFITABLE INVESTMENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

SPOKANE AREA SALES 29.4% ABOVE U.S. AVERAGE

1931 RETAIL VOLUME SALES

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

1921 Beat 1920 in The Spokane Country - This MEANS Good Business Here for Go-Getters during 1922!

Push Your Business Where People Have the Money and Are in a Buying Mood!

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

GOOD BUSINESS FOR GO-GETTERS IN THE SPOKANE COUNTRY - DURING 1922!

Spokane and its Territory

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

THE SPOKANE AREA

THE SPOKANE AREA IS A MARKET THAT IS DISTINCTLY DIFFERENT

THE SPOKESMAN-REVIEW
Spokane Daily Chronicle

FAITH

in the Power of Advertising

The Spokesman-Review and Spokane Daily Chronicle have profound faith in Advertising as a constructive business force. They do not recommend to others what they do not practice themselves. They take their own medicine.

These great dailies are among the most consistent and persistent users of advertising in America. They take space in their own columns on a regular, scheduled must-run basis to publicize their news and feature service, their classified columns, the value of advertising for the consumer. The Spokane dailies produced a sound color motion picture, "Spokane and Its Inland Empire," and taking this picture on tour exhibited it to more than 1800 key executives from coast to coast.

Among different forms of advertising adopted, the Spokane dailies use trade-paper space. They use it with the same persistency and regularity that they recommend to other advertisers.

For more than 20 years there has not

been a month but what some trade paper went to press with a big space advertisement for The Spokesman-Review and Spokane Daily Chronicle.

The schedules have continued through two world wars and several depressions, continued unbroken even in the great valley of 1932 and 1933. Out of scores of advertisements which the Spokane dailies have run in past years emphasizing the outstanding character of their market and their service to that market, a few are reproduced herewith. Such advertisements have been an important factor in the Spokane dailies' great success.

Yes, we believe in advertising — for ourselves and for YOU. And now more than ever we recommend the value of space in the Spokane newspapers because of the completion of Grand Coulee Dam and other great developments which are greatly increasing purchasing power and population in the Spokane area.

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING

Advertising Representatives
JOHN B. WOODWARD, Inc.
New York — Chicago — Detroit
Los Angeles — San Francisco

Color Representatives
Sunday Spokesman-Review
Magazine and Comic Sections
Newspaper Groups, Inc.

★
**COMBINED DAILY
CIRCULATION
IS NOW OVER
120,000**

**81.24%
UNduplicated**

rials, and priority information, pools experienced, and would provide pool facilities if needed. Buying so far is individual. Members meet once a week for lunch. The pool operates as a prime contractor, and the members participate in contracts as sub-contractors according to their facilities. One of the largest contracts ran to over a quarter of a million. Most members are getting continuous business. In addition, this pool has helped to place a proportion of its business with non-member firms. This also is on a non-profit basis.

Manager Schomberg says that, while smaller plants may not be able to handle complex jobs, often they can turn out simple work—repair jobs, for instance—faster and better than large firms, even to under-bidding "million-dollar plants."

Monterey Bay Industries, Inc., with 32 member shops, employing about 550 workers, is credited with saving the business lives of these shops and benefiting an entire area. "We started in January of this year," says C. S. Hutson, manager of the Monterey group, without any knowledge that

such a thing as a pool was in existence." The members of the organization were chiefly automobile repair shops and small machine shops. A plant might occasionally build a truck or a trailer, an hydraulic scraper, or buy a caterpillar and convert it in accordance to the needs of the agricultural area it serves. They had sheet metal works and similar shops. The bulk of the pre-war work, however, could be classified as repair,—largely automobile repair. The practical suspension of the automobile industry signed the death warrant for most of these shops, located around Monterey Bay. They soon began to feel a lack of work.

One Man's Initiative

Mr. Hutson, a business executive of 30 years' standing, engaged in manufacturing, banking, and mining operations in a presidential capacity in San Francisco and Los Angeles. Then he more or less retired and, for his own information, he started a survey of what the war was doing to the small plants in the Santa Cruz section of northern California where he was staying. "I saw the conditions which were being forced on these communities," he said, "and it seemed to me something could and should be done to help them and to save them from business stagnation."

On his own initiative, Mr. Hutson undertook a survey of 60 or more shops and plants in the Monterey Bay area. He took his information to the WPB. A town hall meeting called in Watsonville, central to the area surveyed, brought out about 100 plant representatives as well as John Tolan, now WPB pooling specialist, and a WPB engineer. This meeting led to the formation of an organization, now known as Monterey Bay Industries, Inc., to place its members in war work. An executive committee was elected. Later it was enlarged to include a board of directors. Mr. Hutson was named manager of the organization and he opened contact offices in San Francisco last March for the purpose of maintaining continuous contact with procurement officers in San Francisco and in Washington.

To date, these small plants collectively have won several hundred thousand dollars' worth of contracts, and they have submitted a quotation on a million-and-a-quarter of additional work (one contract).

Mr. Hutson finds "this work much like ordinary business except that it is more dependent on cohesive organization of the plants and their willingness to subordinate their individual activities to the group organization."

SALES MANAGEMENT



DETROIT IS A *Brand New Town*

MEN from the Ozark hills, Kentucky's blue grass and the mid-west prairie have come to Detroit, 336,000 strong since 1940 to work in the great munition plants that roar out their round-the-clock production song.

No other American city has grown so fast, says the Census Bureau. And the end is not yet. And so we say . . . Detroit is a brand new town. You have to approach it differently in selling than ever before. Here are 2,710,000 people in a compact metropolitan area

earning wages that to many seems like some strange dream come true.

SINCE the great trek to Detroit started in 1940, The Free Press has added over 60,000 families to its reader-roster, representing nearly a quarter million people. Its ownership has changed—its hold on Detroit was never more secure nor so soundly based. Plan WELL for Detroit in the months ahead. The Free Press can help you sell more and at **LOWEST COST.**

The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

This group has a provision in its agreement with members which states that no member may resign from the pool while he is working on a contract. This prevents the "lone wolf" who joins the group for self-interest only, from returning to his brand of rugged individualism the moment he gets a substantial job. Experience has found that this attitude is poor business from the long range point of view, for the non-cooperative plant later usually finds itself in trouble again.

Financing, buying, bookkeeping, should all be handled through the pool, not by individual plants, for best results, Mr. Hutson believes. "By centralized buying, we have saved considerably," he says. "The best and most practical policy is to buy as a group, waiving established individual set-ups. We believe we have proved the success of co-operative buying. More sources of supply are open to the pool, and it has price advantages that individuals may not claim." One of the big jobs to be taken into consideration in concentrated management is the question of bookkeeping. On cost-plus jobs this is especially necessary in order to meet all the requirements of the government agencies."

Co-op Spirit Speeds Work

Mr. Hutson says: "We have found our plants willing to work with one another even though, formerly, strained relations existed. They now are willing to admit that it is sound business sense to work together in a spirit of co-operation. The Government could not seek out and award to individual firms the contracts they could handle, but a central management can sell to government procurement agencies the abilities of a group of plants, and give those plants the benefit of group experience."

In the matter of financing, the pool also has great advantages, in the experience of the Monterey group. "We have found that the law permits financing through government channels on contracts in such a manner as to offer no hazards. It is interesting that our particular financial problems were handled by a little bank in our area with a loaning limit of less than \$15,000. Through the approval of government agencies, it was enabled to handle on behalf of the Government close to \$200,000 in a loan on one contract alone. If we needed additional financing, we could get it from the same source." Mr. Hutson believes all pools should arrange their financing through the group, not individually, but it is a prerogative that the firms are often loath to surrender.

DECEMBER 15, 1942



For Product Promotion and Public Relations Advertising

Many prominent advertisers recognize the Weekly Magazine Section of The Christian Science Monitor as an exceptionally good medium for wartime advertising. This popular Monitor feature carries weight with an unusually alert and well-informed reader audience including business leaders, club women, editors, educators, and government officials.

Penetrating articles on world affairs written by members of the Monitor's globe-encircling staff and notable guest writers give this Section unique reader interest. Printed in rotogravure, it provides advertisers with quality reproduction in monotone or color. You will find it an excellent buy for 1943.

THE CHRISTIAN SCIENCE MONITOR

A Daily Newspaper for All the Family

Published by The Christian Science Publishing Society, One, Norway St., Boston, Mass.

NEW YORK: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City,
San Francisco, Los Angeles, Seattle . . . London, Paris, Geneva, Sydney

This group is willing to co-operate by loaning one another men and facilities if the need should arise, but thus far it has not been necessary.

Mr. Hutson says the co-operative not only helped its members to remain in business, but "took them out of competition with other shops in the smaller brackets," thus benefiting these still smaller businesses and indirectly their communities. "Practically all the Monterey Bay shops are busy with local work."

"We have met no opposition to this co-operative type of activity. It

is just common sense." Respect for the group's integrity is predominantly responsible for this attitude, Mr. Hutson believes. Contrary to the views of other pool managers, this one believes that the lessons in co-operation learned now may be applied after the war. "We will need the pool whether we have boom or depression. In boom times we need the co-operative spirit and its lessons to fully utilize manpower and facilities. In depression times there is need to conserve them; bring plants together, and to give buying advantages and benefits of group

experience." While laws may curtail some of the pool's activities, this is a technical question which is subject to modification. If our purposes are maintained on a high level, I doubt if our aims would be in opposition to or in violation of sound business principles."

Sacramento War Industries, Inc., given WPB approval in July of this year, is successfully taking on the Type C contracts from Mare Island Navy Yard. This group of 32 plants with approximately 700 employes, largely automobile repair and machine shops, is finding its place in the war picture by dismantling war-damaged battleships and farming out the repair jobs to the member shops. A moving spirit is T. R. Lester, of Lester Motors, and its manager, Leonard D'Ooge.

Central California War Industries, Inc., at Fresno, comprised of 20 firms, with 339 employes, is regarded by government men as "very, very successful."

Small Group Wins Big Job

Peninsular War Products, Inc., is small. It has nine plants, totalling 215 workers. Nevertheless, its engineers, finding the job specifications for a certain type of signal poles to be such that they could get only small production, asked for and were granted a change which would result in greater production. This group, approved by the WPB in July, has been given a large contract.

Among the remaining pools are: Defense Manufacturing Pool, Inc., (Marin County) with six firms, 125 workers; Kern County War Industries, Inc., 33 members, employing 247 workers; Yuba-Sutter Defense Works, Inc., 55 firms, 392 employes; Stockton Co-ordinated Manufacturers, Inc., with 12 members employing 77 men; San Francisco Garment Manufacturers, Inc., 6 firms, 410 workers; Yolo-Solano Industries, Inc., 21 plants, 95 workers; Oakland War Industries, Inc., 7 firms, 451 workers; Associated War Contractors, Inc., 10 firms, 770 workers; Lodi United Manufacturers Corp., 16 firms, 63 workers; San Jose Manufacturers, Inc., 22 plants, 360 workers.

WPB's pooling expert, John H. Tolman, says that while most of these firms, by pooling, have been prevented from losing money they never could have recovered, or actually kept in business, the pool idea is "not a rescue mission" for business. They must prove their usefulness to the war effort and, by and large, they are doing so. "If a given job fits their facilities, they may produce at less cost because



Day and night, 3-mile-a-minute AIR EXPRESS is saving precious time here on the home front flying vital war supplies, to help keep the wheels of production turning at highest speed.

You do not need a priority to ship by AIR EXPRESS, but if you have war production shipments requiring priorities, they will be granted. Phone Railway Express Agency, AIR EXPRESS DIVISION, or any air line.

NOW IN ITS 16th YEAR

AIR EXPRESS

EXPRESS

Division of RAILWAY EXPRESS

WALTER FRANK

of their lower overhead." Another important point: if shops experienced in dismantling and repair work can overhaul some equipment brought up from the bottom of Pearl Harbor or wherever, that much scrap material has been added to our production.

The Henry J. Kaiser Co., is using certain pools to build a tank landing ship.

Mr. Tolan mentions among the advantages of the pools the following: Procurement agencies may deal with a pool procurement chief rather than with a great many small shops; there are instances where a co-operative's board of directors can make a quicker decision than can a large company out of Chicago or New York; financing of jobs is simplified and made safer, even performance bonds may be arranged if required, and on cost-plus jobs pools may hire qualified accountants to analyze costs, making sure that individual members receive just profits. Where they desire, government officers may deal with a single member of a pool in some cases. Pooling purchases mean lower costs for all. Where engineering and development work is needed in connection with a job, it can be and is provided. Mr. Tolan quotes a pool manager as saying: "We are all paying initiation fees and monthly dues to bear the cost of selling our facilities to the Government. If part of that cost is engineering and development work, we can hire it done out of the pool treasury."

Pooling Expedites Work

While making no claims that pooling will be able to solve all of California's idle plant problems, Mr. Tolan goes so far as to say: "It is a sound and proven method to do a better selling job with the Government, and it provides a new auxiliary technique in bidding for a negotiated contract." Pointing out that "the Pacific Coast is an area short of production tools," with "remaining idle capacity" spread over "railroad shops, oil fields, mines and small towns," and since "administratively the Government never can lead these plants individually by the hand and into war work," Mr. Tolan says, "some way must be found to handle their capacity co-operatively and collectively." He believes that an approved "war production association," or pool, is the most suitable means at present and says "any group of plants that can show production capacity" may be certified for such a pool.

And remember—this pooling will aid not only the companies themselves, and the area in which they are located—but the nation's war and post-war efforts.

Correction

Editor, SALES MANAGEMENT:

On page 21, of your April 1942 Survey of Buying Power, I noticed at the bottom of the first column, the statement that 90% of the families in Westchester County were in the "\$1,500 Preferred Family" group. You indicate the relative importance of this fact by further stating: "This is the highest percentage for any major county in the country."

As a resident of Nassau County, I was interested in finding Nassau's standing. Using both your formula and your figures, Nassau has a higher percentage of its population in the "\$1,500 Preferred Family" group than Westchester. More than 91% of Nassau's families are in the pre-

ferred group.

Won't you show that Nassau is one point up on Westchester—at least in "Income Preferred Group" studies?

LESTER M. MALITZ,
Vice-President,
WARWICK & LEGLER, INC.
New York City

(Somehow or other the figures guiding the tabulating machine used in comparing the material for the April 10 Survey of Buying Power must have slipped, for Mr. Malitz's contention that 91% of Nassau's family are in the "\$1,500 Preferred Family Group" is quite correct. Consequently, we should not have said that Westchester's 90% "is the highest percentage for any major county in the country."—THE EDITORS.)

PASS THE MONKEY WRENCH, HONEY



With hundreds of women, old and young, turning to war work, Alice Seneff of our woman's staff, wrote a series of articles on War Training courses sponsored by the government. Result—enrollment in war training classes skyrocketed. Pittsburgh women are earning and spending more money than ever before and....

PITTSBURGH WOMEN READ THE

Pittsburgh
Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION



This six-color window display is a "silent salesman" for it is a "stopper" even when grouped with myriad items in syndicate store windows.

Sales Policies That Won Variety Store Leadership for "Betty Lou"

Columbia Products Corp. has concentrated for 25 years on a short line and one market. They know that market so thoroughly that no competitor is able to challenge their position.

BY A. J. SIRIS

President, Columbia Products Corp.,
New York City

TWENTY-FIVE years ago Columbia Products Corp. manufactured and sold its first gross of powder puffs in the syndicate market; today we sell 86.7% of all the puffs sold to syndicate or variety stores. In short, almost nine out of ten puffs sold in syndicate and variety stores are Columbia's.

We've secured this distribution, not through the use of legerdemain, but through a sound selling platform based on the principles of advertising, sales promotion, selling methods, and timeliness, as applied to our business.

Immediately after World War I it was obvious that the jobber or the wholesaler was losing control of his sales to the big retailer. Travel became simplified, railroad rates were reduced. Hence, manufacturers felt that they could reach these retail outlets at a

reduced cost of distribution and at the same time control their sale by means of practically owning the retail outlets. At that time the chain stores were starting to bloom and naturally became part of this retail distribution picture.

After 25 years we find that the jobber really has lost much of his punch except in cases where the drug jobber becomes a distributor to small drug trade and the notion jobber fills the needs of the small variety store.

Over the years, banks, too, saw the possibility of variety stores' growth and were eager to lend young syndicates money in order to have them expand. Today F. W. Woolworth Co. has 2,000 stores, S. S. Kresge Co., 700. Those manufacturers who have catered to these chains over the years have learned their way of do-

ing business. We feel that we have kept abreast of chain store developments and to back this up, we established the slogan, "intensified detailed manufacture to be followed through into intensified detailed sales," as the key to our business policy.

We want that syndicate market, not only because it includes names like Woolworth, Kress, Kresge, Liggett, and Walgreen, but because those names all spell *mass distribution*. We know there are thousands of stores throughout the country to serve as outlets and that listings to stock those outlets means our success.

Here are the main planks in our sales platform:

1. *Advertising*: We agree with the old adage, "The customer will buy an advertised product in place of one that is unadvertised." Therefore that is the cardinal factor in the building of our sales.

Ads Pre-Sell Puffs

Naturally, our men can't approach a syndicate buyer and hope to obtain *carte blanche* merely because of ability to deliver. We have a good product; we have tried hard to give good value without stint.

Our puffs and bags, however, are but two out of many thousands of items carried by syndicate stores. We naturally do not want Betty Lou puffs to be lost in the shuffle. Syndicate stores are basically merchandise outlets. If they advertise, they can only advise the consumer that they carry a multitude of items; it became our job to shout through advertising that our puffs and bags are among that multitude of items.

Our advertising philosophy is embodied in one word: *pre-sell*. Thus, the largest single item in our merchandising budget is the appropriation for advertising. Our advertisements appear in 23 magazines reaching a combined reading public of more than a quarter billion. We use *Life*, *Glamour*, *Mademoiselle*, and *Modern Magazines* among others. When a woman enters a syndicate store, we want her to look at once for our Betty Lou products.

After all, when a buyer lists a product, he lists also three to five makers of that product. We are in constant competition in the buyer's office and more particularly on the counters, where it counts most. Powder puffs and cosmetic bags look pretty much alike. Columbia is proud to put its name on its products, however. Furthermore, one cannot gainsay the fact that the intensive universal advertising efforts of the past quarter century are now paying dividends. Men and

SALES MANAGEMENT



A New and Greater **KANSAS CITY!**

The population of Greater Kansas City and the industrial areas contiguous to it has soared to record heights in the last year.

Central location and easy accessibility are two of many factors contributing to this amazing expansion. Kansas City is the hub of all the great railway systems operating in the Southwest. Twelve main trunk lines and their subsidiary lines deliver an endless stream of cargo both in passenger traffic and in freight to Kansas City's terminals and depots.

Kansas City enjoys similar advantages as a motor bus and aviation center. It is an easy city to reach and, being the "most inland" of all large cities, it is a logical choice for the location of many vital war industries.

Hand in hand with population growth have come sensational increases in spendable income. Not only are there more wage earners in Kansas City than ever before, but all workers, both new and old, are receiving the highest wages ever paid to American labor.

Glancing back over the record of retail sales in Kan-

sas City for a few weeks we find gains over corresponding weeks last year like these—up 15%, up 7%, up 39%, up 25%, up 46%, up 41%. Time after time Kansas City and the Kansas City federal reserve district have shown percentage gains that topped the nation.

Here, indeed, is advertising opportunity—new concentration of population, new levels of buying power, new industries, new needs—a surging, virile community with those elements of change and growth that make it the nation's most responsive market.

Yes, The Star's circulation has kept pace. In all the territory in and around Kansas City, where factories are whirring and where vast new projects are under construction, The Star has away and by far the largest circulation in its history.

The Star is glad to inform its advertisers that the newcomers to Kansas City are adding their names to its list of subscribers and that they, like the older Kansas City residents, are not only depending on The Star for news but are using its advertising columns for guidance in their major and minor purchases.

THE KANSAS CITY STAR.

Evening—317,735

Morning—314,330

Sunday—327,383

DECEMBER 15, 1942

[61]

women—particularly the latter—are advertising- and brand-minded.

Despite the deprecatory term, "Five and Dime," syndicate store customers look for well known brands. This is consumer acceptance, the driving force behind rapid turnover. Quick sale, quick repeat, and that sort of news about any product is rapidly and comprehensively disseminated throughout the chain.

Plainly, then, Columbia's efforts are directed at the buying public, to create a demand for Betty Lou products that will make it imperative for a buyer to list Betty Lou products.

2. *Sales Aids:* We know that a buyer or store manager will give a product no encouragement unless it sells quickly off the counter and the sales repeat over and over again. Of great importance, too, is the fact that while the girl behind the counter is always ready to serve her customers; she is almost never allowed to recommend one brand as preferable to another.

With such lack of encouragement for any single product, on the part of the store manager and the girl behind the counter, we naturally have had to depend upon creating consumer demand for our brand through the use of window displays, counter displays, demonstrations and sales training for the salespeople.

a. *Window Displays.* Syndicate stores, in the main, use mass window displays. To catch the eye of the passerby or potential customers we have had to develop an outstanding technique for our window displays. We use attractive six-color window displays which we call our silent salesmen. These displays are sent to the stores every second month.

b. *Counter Displays.* These are not very often permitted, as the chains prefer to carry a particular uniformity of display signs, which are also known as price cards. The usual counter display is 5 1/2" by 7".

c. *Demonstrations.* These are per-



Sorry! NO MORE TURKEYS

Oversold in one month! The famous 1790 Turkey Farm of Hudson, Mass. chose WTAG's Mildred Bailey* for their first radio venture in September. Two orders were phoned in before the first broadcast ended. October's supply and part of November's turkeys failed to outlast October broadcasts. Over 600 orders had to be turned down.

Mildred Bailey had to announce: "Sorry, only Thanksgiving orders accepted"—good evidence of a sterling program and WTAG's responsive Central New England market.



WTAG WORCESTER

NBC BASIC RED NETWORK

BERTHA BANNAN, Little Bldg., Boston, Mass.
NEW ENGLAND REPRESENTATIVE

Owned and operated by The Worcester Telegram-Gazette

When You Buy Time—Buy An Audience



* Mildred Bailey — "Afternoon Journal" Monday through Friday 1.15 p. m.

Betty Lou says:

ONE LITTLE SOILED
POWDER PUFF GAVE HIM THE
WRONG IMPRESSION!

MORAL:

Always use
**Fresh, Clean
Powder Puffs**
...they cost so little!

Betty Lou puffs are
EXTRA SOFT—
Yet they cost no more
Keep a fresh supply handy.
Buy them in convenient,
economical Multi-Packages.
At better stores everywhere.

Betty Lou
VELOUR
POWDER PUFFS

"Five and Dime" customers are brand-conscious, and consistent advertising must be used to establish brand names.

mitted and usually work well with a complete range of beauty aids. Here, as in the case of window displays, the manufacturer must obtain permission from the buyer.

d. *Sales Training.* This is not permitted by the chains other than for their own use—after all, chain store counters display their products very openly to create immediate impulse buying. Hence the mere question, "Can I help you please," should be sufficient.

3 *Selling Methods:* The value of large variety accounts like F. W. Woolworth and others is great. We believe that the average salesman is not equipped to handle these accounts. In our organization, it is the officers of our company, who have been trained to have a perfect understanding of every phase of the business who deal with the main offices of the large syndicates. Our salesmen, call on the smaller variety stores. These men work throughout the country, with

SALES MANAGEMENT

managers in key districts. We try to teach them every angle of our business. Every advertising campaign is outlined thoroughly to them. Sales statistics, broken down simply, are also part of their records. In fact, this information is sent directly to the front office from the various department heads. There it is correlated, digested and interpreted, after which it is sent to the salesmen. Hence they have an air of quiet confidence that bespeaks a thorough knowledge of a job to be done. Their sales story is based on a book that tells the customer practically everything contained in this article, profusely illustrated with photos of our factory employes actually engaged in the manufacture of our products. It packs a wallop.

Restrictions Force Changes

4. *Timeliness*: The war has, of course, affected us considerably. Many of our key men are in the service or about to enter. Priorities, ceilings and other restrictions have presented various problems and difficulties. Conservation of manpower and materials are of paramount importance. Our designers, therefore, are working diligently to develop packages that will give greater value, if possible, and, at the same time, utilize a minimum of, say, packaging materials, such as cellophane.

Sales heads, purchasing heads and production heads, working as a team with designers, confer daily. As an example, we are about to promote a six-puffs-for-25 cents package that is the result of such research and investigation. It serves to keep up dollar sales volume and promotes a 25 cent sale in place of one for ten cents. We used washed X-ray film which can be had in place of new acetate.

Columbia has a traffic department that follows closely every directive of the Office of Defense Transportation. Shipping space is not abundant. Shipments are made up and routed to utilize every inch of freight car or truck space allowed.

In 25 years of serving the syndicates, we have worked hard to build up an efficient organization. We have exercised every effort not merely to keep abreast of syndicate developments, but always to be one jump ahead.

We advertise our products with a great deal of pride, but we realize that we can promote, advertise and publicize until the atmosphere becomes turgid with potential sales, but if our product does not match the superiority emphasized in our advertising, we will fail. We don't want consumers to remember our product just to be sure *not* to buy it again.

DECEMBER 15, 1942

Metropolitan Moments by Wisdom



"Mush along, Philip! Remember, you said you'd do anything for a gift bottle of Calvert Reserve!"

If you want all your friends pulling for you, just spread the word that Calvert Reserve is on your holiday gift list. For this extra-quality whiskey has a magnificent "soft" flavor all its own. AND a wonderful way of *blending with*—rather than overpowering—the other ingredients in mixed drinks. For holiday giving or holiday hospitality, make it Calvert Reserve... "the choicest you can give or serve."

Calvert Distillers Corporation, New York City
Blended Whiskey: 86.8 Proof—65% Grain Neutral Spirits.

GET YOUR SHARE OF AKRON'S RETAIL SALES FOR JANUARY, 1943

\$16,150,000 . . .

that's the Akron retail sales figure forecast by Sales Management's High Spot Cities for the first month of the New Year. It's a 21% increase over the same month in 1942—the highest per-cent gain forecast among all Ohio

cities — and 15.2% more than the national average gain forecast.

Akron deserves a place high on your advertising list for 1943. You get complete coverage of this free-spending market at one low cost by using the

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

How Companies in Many Fields Cultivate the Negro Market

Standard Oil, Continental Oil, Pabst, Beech-Nut, Philip Morris and General Electric are typical of the big-name firms that are enjoying substantial sales from the Negro market by employing Negro specialists, demonstrators and salesmen.

BY DAVID J. SULLIVAN

IS your product one for national distribution? Are you getting full use of your production output? What are you doing for post-war consumer demand that will effectively employ your widened production facilities? These and many other questions are plaguing many manufacturers of durable and consumer goods today.

Your planning today for the peace tomorrow will largely determine your survival in the tremendous post-war rush for customers to buy the many products which will then be put in manufacture. One important market cannot be ignored—America's 13,000,000 Negroes.

The Negro market, which in 1939 spent nearly six billion dollars, will greatly increase its buying power after the war, due to the widely expanded employment gains made during the war in nearly every industry. Much of the gain made will be a result of Negro integration in labor unions and other organized labor groups.

From the viewpoint of the manufacturer, this is of extreme importance. The Negro market looms larger as the need for full cultivation of every American consumer becomes apparent.

To more readily see the value of this market, let us look at the records of

those companies that are sales leaders in the Negro market because of wise employment of Negro specialists in sales promotion and merchandising; that have enviable performance records now in the field of selling and distribution.

One of the earliest pioneers in the field is the Standard Oil Co. of New Jersey. Seven years ago Standard Oil employed James A. Jackson, former chief of the Business Bureau of the United States Department of Commerce. Today, Standard Oil enjoys 25% of all the gasoline and oil sales to Negro consumers; has over 400 Negro-owned stations and would have shown an increase of unusual proportions for 1942 were it not for Pearl Harbor.

Thinking in terms of dollar volume, Negro motorists used \$7,000,000 worth of gasoline and oil in 1940. In gallons that represents over 6,500,000 unit gallons.

Other gasoline companies also have enjoyed remarkable success in the Negro market. Continental Oil Co. of Oklahoma has an able representative, Dudley Luck, who travels its Negro market areas. Like Standard Oil, it too enjoys large sales. It would be safe to estimate its share of the market at about 20%. Shell Union Oil

Corp. has Negro salesmen and Negro sales supervisors; consequently, it has a large slice of the Negro business.

Certainly with cars costing less in post-war years, Negro ownership of cars will nearly double likewise, the sales of gas and oil.

But will you be ready to get your share of the business then?

Yes, if you include in your plans a Negro specialist to develop the market for you.

Consider the record of Pabst Sales Co., for instance. Five years ago Pabst business among Negroes was relatively insignificant, despite the fact that beer consumption among Negroes is high. William B. Graham did a job in Ohio, then moved to Chicago to work for a distributor. Edwin L. Morris, vice-president in charge of advertising and director of sales promotion for Pabst, conceived an idea. He said, "Let's hire William B. Graham and put him in charge of the entire Negro market."

Sales to Negroes Soar

Pabst hired Mr. Graham and its sales in the Negro market have soared ever since. Here are the results of his work in Harlem, New York City's Negro community:

Mr. Graham came to New York in the Winter of 1941. He surveyed the field, then put a Negro salesman in the Harlem territory. Pabst sales for Harlem in the entire year of 1940 amounted to 15,000 cases. But in May, 1942, Pabst sold over 12,000 cases of beer in the same territory. Pabst moved from fourth place into first place, nudging the formidable Anheuser-Busch, Inc., out of that position.

Budweiser sold 90,000 cases of premium beer in Harlem the first nine months of 1941. Sales certainly, and huge sales, too!

Now, Pabst has two Negro salesmen in New York City, a \$60,000 radio program with Negro talent and its sales are increasing.

Their position in the Negro market is the same throughout the country.

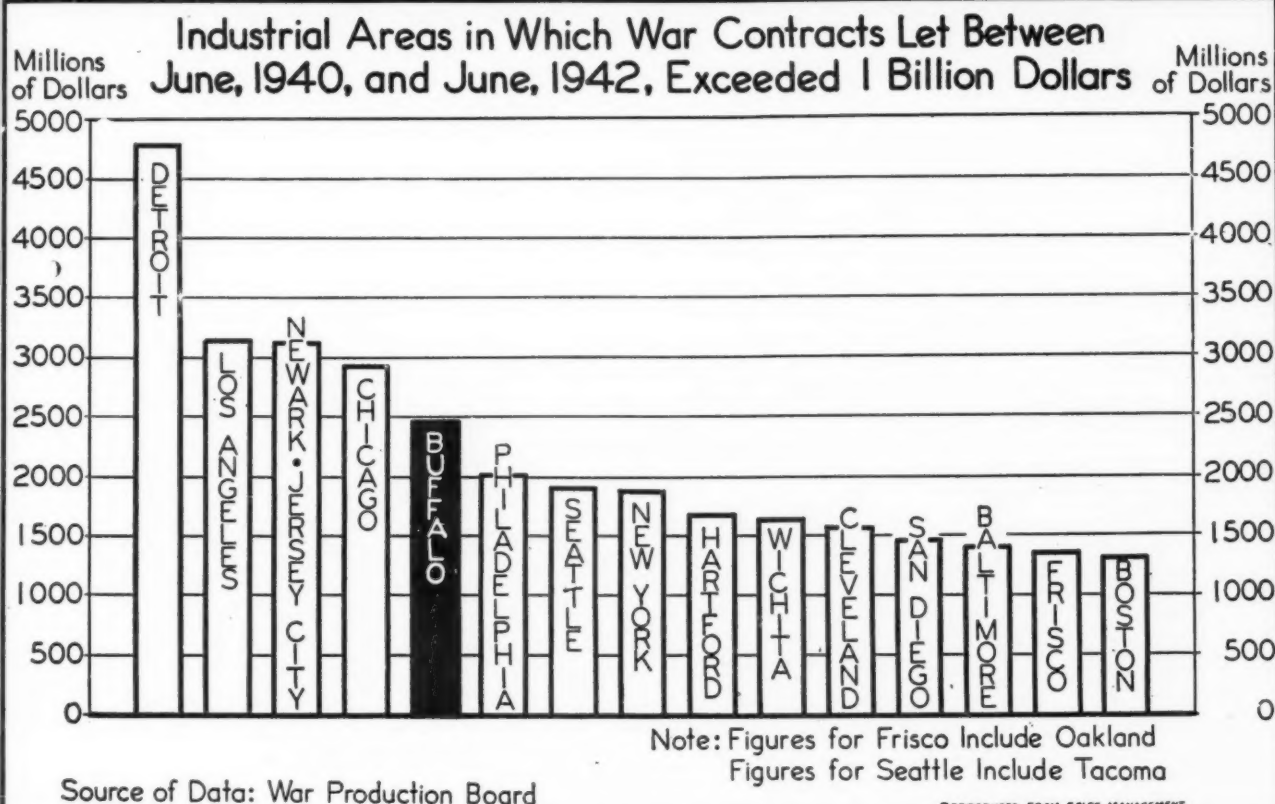
In the food field, too, there are examples of highly successful selling-the-Negro-market campaign. Beech-Nut Packing Co., for instance, in 1938, started to employ Negro demonstrators who first concentrated on crackers, then coffee, and in 1940 went out into the market to put over Beech-Nut soups and baby food.

Records show that they did a marvelous job on both.

Distribution of the soups was facilitated by using a full-color sampler, and repeat sales to the retailer were



BILLION DOLLAR WAR CONTRACT CITIES



Buffalo is No. 1 U. S. Market

Among Industrial Areas of 750,000 or More Population

In primary War Contracts awarded to June, 1942—Buffalo ranks 5th among all cities that have received over \$1,000,000,000 in War Contracts . . . but in relation to the size of the area—Buffalo is first . . . with nearly 2½ billion dollars—or \$2,572 for every man, woman and child in the district.

Buffalo Gains Steady and Substantial

- ★ Factory Payrolls are now indexed at 340
- ★ Factory Employment is now indexed at 204
- ★ Average Weekly Earnings Have Increased from \$27.05 to \$45.23—or 67.2%

Using as a base the averages of the years 1935-1939 = 100

There has been no wild influx of population . . . perhaps a gain of not over 10% . . . so more people per family are employed, resulting in far greater family unit income than is shown by the increase in average weekly earnings by individuals.

Increases in family incomes are far more important than increases in individual incomes.

The Flow of Merchandise

The Courier-Express has available very exhaustive studies to use as a guide to reach and adequately influence this tremendous amount of potential buying power.

It is important to know the speed of the current in steering your merchandise craft through this important area.

The Buffalo
Courier-Express

immediately attained.

The demonstrators' success with baby foods made the company double baby food sales to Negro consumers. How? With specialized merchandising to Negro doctors and mothers, tying in with the local retailers. It was done, of course, with a Negro field representative.

Probably one of the most competitive industries today is the tobacco industry. But Philip Morris & Co., Ltd., Inc., through good use of J. Sandifer, backed up with effective merchandising support, and advertising in Negro papers, increased sales 30% in one year in New York City's Negro market. The company jumped in 1941 from seventh position to fourth posi-

tion in cigarettes sold to Negro smokers.

Another example: that of Gordon Baking Co. In 1938 that firm employed a Negro merchandising man, William G. Black, and a Negress, Mrs. Ralph Sharper, to cover the Negro market of New York City. As a result of this continuous, special effort, Gordon Baking Co. is now first in a market in which consumers buy more than \$3,000,000 worth of white bread a year.

You might say, "But I sell durable goods." Here is an answer which means dollars and cents to you:

Though Negroes in 1935 made up only 8% of Detroit's population, the General Electric Co., sales of durable

goods to Negro purchasers were 13% of G-E's total business done in that city. Yes, it's a market for washers, ironers, refrigerators, ranges and vacuum cleaners.

In Philadelphia, the General Electric distributor, through Negro salesmen, sold over \$250,000 worth of appliances yearly. The other companies, General Motors Corp., Kelvinator Division, Nash-Kelvinator Corp., Norge Division, Borg-Warner Corp., etc., had Negro salesmen, too. Of interest is the fact that white salesmen enjoyed added business because Negroes knew that the companies employed Negro salesmen.

When it is realized that Negro buying power in 1940 exceeded the total of the country's total exports, then one can appreciate the size of the market figured in dollars and cents.

Negro Specialists Spur Sales

Already manufacturers are looking ahead to peacetime and the resumption of civilian production. But the problem of getting the greatest good from, and use of, the vastly expanded production facilities now engaged in war work, is one of unusual magnitude.

Since the fight for markets after V-Day will be terrific, no market need be overlooked. But your planning today to include Negro specialists in the sales and distribution picture certainly will insure your sales success with the consumer.

Although many products are being rationed now, some national organizations are maintaining dominant position in consumer preference and mass volume business by keeping their Negro specialists actively engaged during the war period. A few such companies are Pepsi-Cola Co., Hoffman Beverage Co., Jacob Ruppert, Holman & Co. (Clabber Girl Baking Powder), Carstairs Bros. Distilling Co., and Park & Tilford Import Corp.

In this connection the Pepsi-Cola Co. is even expanding as is Nehi Corp. with Royal Crown Cola—so much so that they may be considered first in the Negro market.

When the market is thought of in terms of dollars and cents, it is interesting to know that in 1939 the 29,827 Negro-owned retail stores realized sales of \$71,466,000. In this group more than 11,000 stores are purveyors of groceries, meats and vegetables. For that year Negro consumers spent \$1,200,000 for toothpaste; \$28,000,000 for paint; \$375,000,000 for automobiles, of which 35% were new car sales. In durable goods the estimated purchases by Negro consumers were in excess of \$300,000,000.



RETAIL SALES UP 15.8% in Worcester

According to Sales Management's preliminary estimates for the calendar year 1942 as compared with the year previous, Worcester's retail sales will show a gain of 15.8 per cent — \$19,750,000 — over the city's own high figures for prosperous 1941. Worcester's percentage gain is the highest of any Massachusetts city listed, and tops the average U. S. gain by 4.8 per cent.

Buying power climbs steadily in this solidly prosperous market — the heart of industrial New England. The Worcester Market — city and suburban — is effectively covered by The Telegram-Gazette ALONE. Circulation more than 138,000 daily. Population: City 193,694. City and Retail Zone 440,770.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

Wisconsin Salesmen Organize A "Cooperative Riders' Club"

Hotels help salesmen lick gas shortage by maintaining bulletin boards for posting of itineraries. Men will cover territory in groups and will share cars for equal periods of time.

SALESMEN traveling out of Wausau, Wis., have organized what they call a Cooperative Riders' Club. Wausau, with a population of about 28,000, claims to be the home of 450 traveling salesmen. Nearby cities and towns boast of several hundred others. With gasoline rationing at hand, and tire problems looming, the club has been organized by the Wausau chapter of the United Commercial Travelers.

The More, the Merrier

More than 200 hotels in the territory have joined the movement and will maintain bulletin boards on which salesmen will post their itineraries and so arrange to travel in groups.

Harry C. Schwarz, of Wausau, is club chairman. A statement issued over his signature outlines the plan:

"1. The United Commercial Travelers feel it their patriotic duty to be of service to all commercial salesmen, members and non-members.

"2. There are no charges or fees of any kind for this service.

"3. Each salesman should make arrangements *now* to share his car with his fellow traveler.

"4. The plan is to have three or four salesmen group together and share their cars for equal periods of time among their groups.

"5. We shall have the full cooperation of all leading hotels in posting trips of other salesmen on an up-to-the-minute bulletin board.

"6. This complete cooperative plan can be of utmost service to all salesmen if we plan our work and work our plan.

"7. The hotel (fill in name of hotel) will act as central headquarters with an up-to-the-minute bulletin board.

"8. Fill out a questionnaire today so we may arrange to be of service to you. Don't delay—time is short.

"9. After questionnaires are returned, a meeting will be called to form cooperative riding groups of your own choosing wherever possible."

The questionnaire, with space for the salesman's name and address, and space for answering the questions, lists the information desired:

1. Type of merchandise sold or

the type of service to be rendered?

2. Route list of towns covered each week. (Attach separate list.)

3. The number of weeks required

in the past to cover your territory?

4. How many passengers will you accommodate?

When filled out, the questionnaire is to be mailed to Ray R. Tanck, Hall Garage Corp., Wausau, Wis.

Each cooperating hotel is supplied with a yellow cardboard notice to be posted on the bulletin board.

Newspapers throughout Wisconsin already are giving the plan wholehearted support. Enthusiastic over the results of the plan, the national organization of the U. C. T. is completing plans to make the scheme nationwide in scope.



MARKETS

AT A GLANCE!

Uniform, authoritative
data on Population;
Circulation; Retail Sales;
No. of Retail & Wholesale
Outlets; Names of Drug,
Grocery Chains, Supermarkets,
Leading Independents;
Wholesalers; Brokers; Dept. Stores;
Weather; Holidays, etc.
for Branham-represented
markets.

Handy
Letter-size
Folders
Suitable for
Filing

THE BRANHAM COMPANY

CHICAGO NEW YORK

DETROIT ATLANTA CHARLOTTE DALLAS ST. LOUIS MEMPHIS
KANSAS CITY SAN FRANCISCO LOS ANGELES SEATTLE

FREE!

Call the nearest Branham office or write:
Research Dept., The Branham Co., 360 N. Michigan Ave., Chicago



The garbage-collector's version: "eight more slopping-days till Christmas."

Obviously, a Russian dancer should know his steppes.

Heinrich Himmler spent some time recently on the pedal peninsula in an effort to get recalcitrant Italians into line. A case of the heel going to the boot, of course.

War-time slogan for the trucking industry: "Keep the home tires turning."

I have heard Washington described as an elaborate insane asylum (and by a registered Democrat, at that). So this story coming from there may not be so dizzy as it sounds. It seems the files in a certain department were bulging to the overflow-point. Someone suggested that the older material be chucked.

Approval of the motion to clean out the over-accumulation went along the line, but met this incredible reaction from the man with the final say. "I'll agree to throw the stuff out," he is reported saying, "provided we keep carbon copies of it."

But this story is just a yarn: A welder, now in the chips, was giving a gal quite a rush. "What are your intentions toward my daughter," the mother asked him, "honorable or otherwise?" The welder beamed as he said: "You mean I have a choice?"

Strikers overplay the "pay" in "patriotism."

Morton Kanter, editor of the *Maroon Bee*, writes: "With the draft-boards rushing up reclassifications, young defense workers wonder whether they're 2-B or not 2-B."

Slogan for Mountain Valley Water: "Do it for the wife and kidneys."

Dep't of Understatement: "Taxes won't end with war's end."—*Pathfinder*.

Why doesn't somebody put vitamins in cigarettes?

"A carload of blueprint-paper is required for the plans for one 35,000-ton battleship. A few sheets are enough for the plans for the aerial torpedo that will sink it."—*Better Impressions*. You're not kidding.

"Home medication will take big leap, what with shortage of doctors," predicts the *Pathfinder*. What makes you think self-diagnosis has been languishing, Pal?

"Forgotten" is a cruel word. That's why the ancients taped their dead in preserving cerements . . . why moderns continue to erect monuments to themselves in the local bone-yards. Nobody wants to be forgotten.

Did you think those empty ciggie packs on subway stairs and well-traveled footpaths were just tossed there casually by smokers? A great many of them are planted, believe me, by cigarette salesmen. It's routine stuff, as you would know if you ever handled a tobacco account.

"The village of Chester in England was famed for its cheeses in Elizabethan days." My home-town took its name from there, so go easy with those cracks about cheeses.

Quiz for Cub Reporters

Chief: "What is the Army-Navy E?"
Cub: "Coveted."

Chief: "What are our battle-fronts?"
Cub: "Far-flung."

Chief: "And our Marines are . . .?"
Cub: "Gallant."

Chief: "Production means what?"
Cub: "Ships, guns, tanks, and planes."

Chief: "Class dismissed for now."

I hope Chilton Publishing doesn't run out of similes for the seller's market. Latest seems to be the familiar gold-brick, with W. Shakespeare writing the headline: "All that glisters is not gold."

"A canary thrills Frances Langford," says a French's Bird Seed headline. And vice-versa, no doubt.

"Stop corn misery," says another

headline. What! Get rid of comedians, columnists, and copywriters in one swell foop?

About this time of year, all creative men who have not yet been tapped for war are wracking their costards for a clever idea for their Christmas cards. That word "Merry" is going to sound tongue-in-cheekish this year.

Bouquet Lenthéric is "quiet, but with a strange persistence." Like a Hollywood wolf, huh?

Youthful Major Richard Kight flew Wendell Willkie around the world in a Consolidated B-24 bomber, earned the accolade "amazing skill" from the shaggy St. Bernard. Well, a Kight should be able to fly.

Maybe even more boys in the 18-to-19 class would volunteer if they could have uniforms cut along zoot-suit lines.

Under the sure baton of Artur Rodzinski, the Cleveland Orchestra poured the military and melodious Shostakovich Symphony pleasantly upon the air. I recalled a shameless pun reported by Walter Winchell: "Shostakovich small by a waterfall."

Pearl Harbor was a year ago last week. Time . . . Marches On!

The Internal Revenue Bureau recognizes advertising as "a necessary and legitimate business-expense, so long as it is not carried to an unreasonable extent or does not become an attempt to avoid proper tax-payments." What are we waiting for?

Simmons has a mattress called "The White Knight." It ought to go great guns by mail, if you know what I mean.

G. L. Evans, manager of the oyster department of Virginia's Chesapeake Corp., reports on what the firefly said to the air-raid warden during the blackout: "When you gotta glow, you gotta glow."

Child-psychologists have a phrase that, for no explainable reason, reminds me of the New Deal: "Group play."

The Scratch-Pad wishes you a pleasant Christmas. "Merry" seems a bit out of character this year; but there will come a year when Peace on Earth will be more than mere wishing. The column's very best to you and yours!

T. HARRY THOMPSON

SALES MANAGEMENT

Third Supplement to "A Guide to Effective War-Time Advertising" Shows Advertising that Business Paper Readers Applaud



FREE

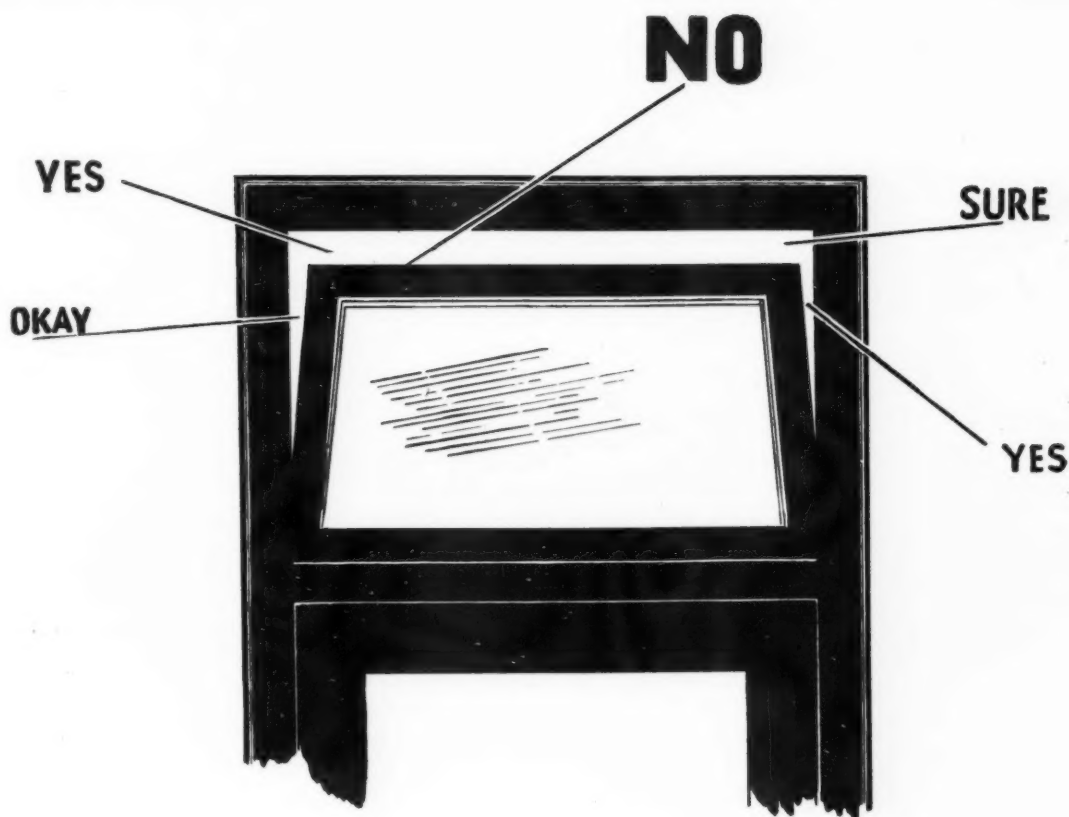
The Farmer As a Buyer of Equipment and Supplies

This year's cash farm income of more than \$15 billion isn't all profit by any means. The farmer is a business man. He buys around a billion dollars' worth of labor, around two billions in equipment and supplies. The latter purchases make him one of the world's biggest buyers.

1940 census returns give the following state picture of the farmer's purchasing for his *plant*. Purchases for his home aren't included. Figures give purchases in thousands of dollars.

RANK	NO. OF FARMS (IN THOUSANDS)	FEED	IMPLEMENTS AND MACHINERY	GASOLINE DISTILLATE KEROSENE, OIL	COMMERCIAL FERTILIZERS	RANK
1	Tex. 418.00	N. Y. 59,906	Ia. 45,103	Tex. 23,417	N. C. 26,529	1
2	Miss. 291.09	Cal. 58,373	Ill. 38,047	Ill. 22,790	Ga. 18,648	2
3	N. C. 278.28	Ia. 48,942	Minn. 34,258	Minn. 22,321	S. C. 15,145	3
4	Mo. 256.10	Pa. 44,336	Tex. 33,758	Ia. 21,995	Ala. 13,405	4
5	Ky. 252.89	Tex. 39,071	Wis. 24,244	Cal. 20,965	Fla. 13,072	5
6	Tenn. 247.62	Ill. 27,836	Cal. 22,956	Kan. 17,909	Ohio 9,787	6
7	Ohio 233.78	Neb. 26,451	Ohio 22,326	Neb. 14,243	Pa. 8,977	7
8	Ala. 231.75	Ohio 26,149	Mich. 21,684	Wis. 13,410	Va. 8,964	8
9	Ark. 216.67	Wis. 25,967	Pa. 19,962	N. D. 11,928	Miss. 8,884	9
10	Ga. 216.03	Mo. 25,426	Ind. 19,821	Ohio 11,055	N. Y. 8,842	10
11	Ill. 213.44	Kan. 22,138	Kan. 19,733	N. Y. 10,154	Cal. 8,270	11
12	Ia. 213.32	Ind. 21,522	N. Y. 19,630	Ind. 9,934	Ind. 5,946	12
13	Minn. 197.35	Mass. 19,438	Mo. 17,199	Okla. 9,028	Me. 5,187	13
14	Mich. 187.59	Minn. 19,303	Okla. 16,061	S. D. 8,879	N. J. 4,856	14
15	Wis. 186.74	N. J. 18,968	Neb. 15,955	Mo. 7,802	Mich. 4,438	15
16	Ind. 184.55	Wash. 17,712	N. D. 14,171	Mich. 7,743	La. 3,957	16
17	Okla. 179.69	Va. 14,173	S. D. 12,403	Pa. 7,653	Md. 3,905	17
18	Va. 174.89	Mich. 14,109	Wash. 9,588	Mont. 6,570	Tenn. 3,406	18
19	Pa. 169.03	Okla. 13,954	Mont. 9,300	Wash. 6,268	Ky. 3,007	19
20	Kan. 156.33	Ore. 13,177	Ore. 8,670	Colo. 5,472	Tex. 2,494	20
21	N. Y. 153.24	Conn. 12,692	Colo. 8,440	Ore. 4,868	Ark. 2,099	21
22	La. 150.01	Colo. 10,232	Idaho 8,107	La. 3,980	Mass. 1,863	22
23	S. C. 137.56	Md. 9,335	N. C. 8,098	N. C. 3,779	Conn. 1,815	23
24	Cal. 132.66	Me. 9,198	Ga. 7,597	Idaho 3,653	Ill. 1,713	24
25	Neb. 121.06	Vt. 8,900	Ark. 7,314	Ga. 3,456	Wis. 1,575	25
26	West Va. 99.28	Ky. 8,724	Tenn. 7,155	Ark. 3,271	Mo. 1,569	26
27	Wash. 81.69	Ark. 8,527	Miss. 6,552	Fla. 3,265	West Va. 1,301	27
28	N. D. 73.96	Fla. 8,167	Va. 6,488	Miss. 3,219	Wash. 827	28
29	S. D. 72.45	S. D. 7,843	Ky. 6,480	N. J. 3,124	Del. 792	29
30	Fla. 62.25	N. C. 7,782	La. 5,986	Va. 3,053	Ore. 682	30
31	Ore. 61.83	Tenn. 7,695	Ala. 5,804	Ky. 2,923	Vt. 549	31
32	Colo. 51.44	N. H. 7,619	N. J. 5,026	Tenn. 2,902	Minn. 492	32
33	Idaho 43.66	Del. 6,419	S. C. 4,738	Ala. 2,278	Kan. 420	33
34	Md. 42.11	Ga. 6,368	Fla. 4,319	Mass. 2,133	Ia. 351	34
35	Mont. 41.82	Idaho 6,136	Md. 3,706	N. M. 2,042	Idaho 329	35
36	Me. 38.98	La. 5,572	N. M. 3,598	S. C. 1,968	N. H. 295	36
37	N. M. 34.11	Ala. 5,237	Wyo. 3,370	Md. 1,919	R. I. 283	37
38	Mass. 31.89	Utah 5,113	Me. 3,233	Wyo. 1,896	Ariz. 276	38
39	N. J. 25.84	West Va. 5,083	Mass. 3,141	Ariz. 1,872	Mont. 184	39
40	Utah 25.41	Miss. 4,909	Utah 2,968	Me. 1,647	Colo. 165	40
41	Vt. 23.58	Mont. 4,035	Conn. 2,349	Conn. 1,567	Okla. 141	41
42	Conn. 21.16	N. M. 3,904	West Va. 2,267	Utah 1,143	Utah 124	42
43	Ariz. 18.47	Wyo. 3,677	Vt. 2,262	West Va. 994	N. M. 112	43
44	N. H. 16.55	N. D. 3,590	Ariz. 2,208	Vt. 969	Wyo. 93	44
45	Wyo. 15.02	Ariz. 2,619	N. H. 1,176	N. H. 592	Neb. 74	45
46	Del. 8.99	R. I. 2,430	Del. 877	Nev. 456	N. D. 63	46
47	Nev. 3.57	S. C. 2,250	Nev. 745	Del. 395	S. D. 13	47
48	R. I. 3.01	Nev. 1,019	R. I. 431	R. I. 335	Nev. 6	48
49	D. of C.07	D. of C. 91	D. of C. 16	D. of C. 4	D. of C. 3	49

This tabulation for SALES MANAGEMENT readers was suggested by a study, "Farm Facts for Advertisers," by the Katz Agency.



The NO has it

He doesn't always say no. Often it's yes. But yes or no, the Sales Executive's reaction to a proposed advertising schedule weights the final decision.

In the conference room the advertising agency executive makes his recommendations. The advertising manager has his say. Several other conferees ask questions, look at the records, add their suggestions. Facts, opinions, sentiment, prejudice, even hunches, battle for and against the medium under discussion.

The score sheet may be favorable . . . or unfavorable . . . until the Sales Executive has his say. When *he* speaks, the others listen—respectfully. After all, advertising media are *his* sales tools. In his book they have to be right, or else. What he says (and usually it's plenty) goes far toward selling, or unselling, the others.

Sure he's tough . . . if you mean his thinking's strictly in the groove. He can't afford to be otherwise—today especially. He's on the spot, and no one knows it better than he. If the company's still selling civilian goods, his sales must show a jump in proportion to consumer income gains. If it has converted to war work, he must plan the future as if it were the tangible present. In either case, his scrutiny of sales tools is sharper, more exacting.

It pays to put your medium in line with the Sales Executive's thinking *before he goes into the conference room* . . . SALES MANAGEMENT can help you do this. . .

There's no other editorial plan that so precisely matches the sales executive viewpoint . . . in which selling is the *coordination* of merchandise, markets, men and MEDIA.

Sales Management

386 FOURTH AVENUE, NEW YORK, N. Y.

On the Wartime Sales Front

The Textile Picture

The year 1943 shows all indications of being the first in which the full impact of war on our daily economy will be felt by consumers at more than individual shortage points. A case in point: The consumption of fabrics has lagged drastically behind production in experiencing the inevitable drains of an all-out war economy. The principal reason for this has been that the civilians have been able to draw, until now, upon a backlog of fabrics accumulated in the hands of garment manufacturers, jobbers and retailers. But the situation in the textile field in 1943 will be vastly different.

Rayon: Though rayon yarn production did increase in 1942 (approximately 9% over 1941), this increase did not offset sharply rising government demands for rayon for war. Rayon fabric yardage available to civilians in 1942 dropped about 20%, according to a recent report by the American Viscose Corp. This same report points out two basic forecasts regarding rayon fabrics in the coming year: 1. Rayon fabrics available for civilian use during 1943 will see a yardage drop of at least a third compared to our last pre-war year, 1941. 2. Staples will dominate; so-called fashion novelties will be practically non-existent.

Tensylon: A flood of new materials has in recent years invaded the textile raw-material field. Another is added to the list as the result of announcement by Tensylon Corp., Eldred, N. Y., that it is "now in a position to deliver commercial quantities of its tensilized rubber hydrochloride yarn-like product." The raw material for Tensylon, as the new material is called, is Pliofilm, product of Goodyear Tire and Rubber Co. Properties of Tensylon: It is very strong, has from 8 to 30% elasticity, depending on requirements, and has high flexing strength. It is impervious to water, weak acids, perspiration, moths and grease. Fabrics produced from the material can be cleaned by merely wiping with a damp cloth. A wide range of fast colors is available. Textile uses to which Tensylon can be put include manufacture of braids, woven drapery and upholstery fabrics, fabrics for shoe tops, handbags, luncheon sets, covers, mats, ribbons, belts, and suspenders.

Ramie: While most of the war-spurred development of new textiles to replace current shortages has been of synthetic fibers, important work has been taking place in the development of one of the oldest of fibers known to man. This fiber is Ramie, is processed from China grass, which looks like linen, has a lustre and sheen like silk, and possesses great tensile strength. Three important new factors have changed this picture, and today Ramie has much post-war promise, both as a blend and as a basic fiber. 1. Ramie can be spun and woven on short staple machinery. 2. The Manawul Enterprise Co. of Boston has developed a method removing the brittleness from the fiber. 3. A home-grown variety of Ramie is being developed in Florida.

Even Santa Clauses are on the scarce list. Manpower shortages have forced numerous department stores throughout the country to hire women to serve as Mrs. Santa Clauses.

Meat Stretchers

Tuesday may just be meatless day to the average citizen, and meat shortages may have large numbers of housewives worried, but to the alert food manufacturers, it's a golden opportunity for promoting new types of foods, new uses for former products—and meat "stretchers."

Macaroni producers are riding high, for the industry is well equipped to meet unprecedented demand, and doesn't

have to worry about productive capacity and supplies. Companies are doing a fine job through enlisting the help of food columnists to promote the meat-extending characteristics of macaroni.

The initial campaign of Quaker Oats on its meat stretcher is one of the novel ideas that is being test-marketed in key cities currently. The company hopes to interest women in using Quaker Oats to stretch out the vital protein and B1 which meat offers. In presenting this meat stretcher, the point is made that it contains the highest B1 vitamin of any cereal and when combined with meat will provide a new type of nutritional food. The company is offering a series of recipes on uses of oatmeal as a stretcher.

The American Meat Institute's new advertising campaign carries meat-stretching suggestions. The opening insertion included details on meat stretching such as learning more cuts, serving smaller portions, combining with other foods, such as rice, spaghetti, etc.

Get out your little hatchet if you want a Christmas tree this year. Shortage of farm and migrant labor, and the lack of transportation facilities for non-essentials make Christmas trees a pre-war luxury.

Industry Round-Up

The Toilet Goods Association has set up a central clearing house through which information of changes in products or packages in the cosmetic industry will be passed on to wholesale and retail trade associations. To institute this service, the TGA is distributing questionnaires asking manufacturers for the name of the item, changes in formula, title or package or both and the nature of the change and the reasons for it.

Manufacturers of advertised brands of food products are organizing to combat any effort to nullify brand promotion and advertising through the imposition of Government labelling, following disclosure recently that OPA's pricing program for canned foods and many other products from the 1943 crops will be based upon U. S. grade standards. Critics of this program view the "A," "B," "C," or "Fancy," "Choice" and "Standard" branding practices called for on canned foods during the coming year as merely preliminary to a general drive for similar grade labelling for other products such as coffee, tea, cereals, etc.

The largest increase in the history of cigars selling for more than five cents is reported in the Cigar Institute's analysis of October sales to domestic wholesalers. Domestic deliveries of cigars in this price group soared from 80 million in October, 1941, to over 175 million in October, 1942, an increase of 119%.

Manly Flash Gordon of the Sunday Comic strips has enlisted. A Chicago packing company is distributing, through civilian defense organizations, five million copies of a home-nutrition book featuring Flash.

Gone But Not Forgotten

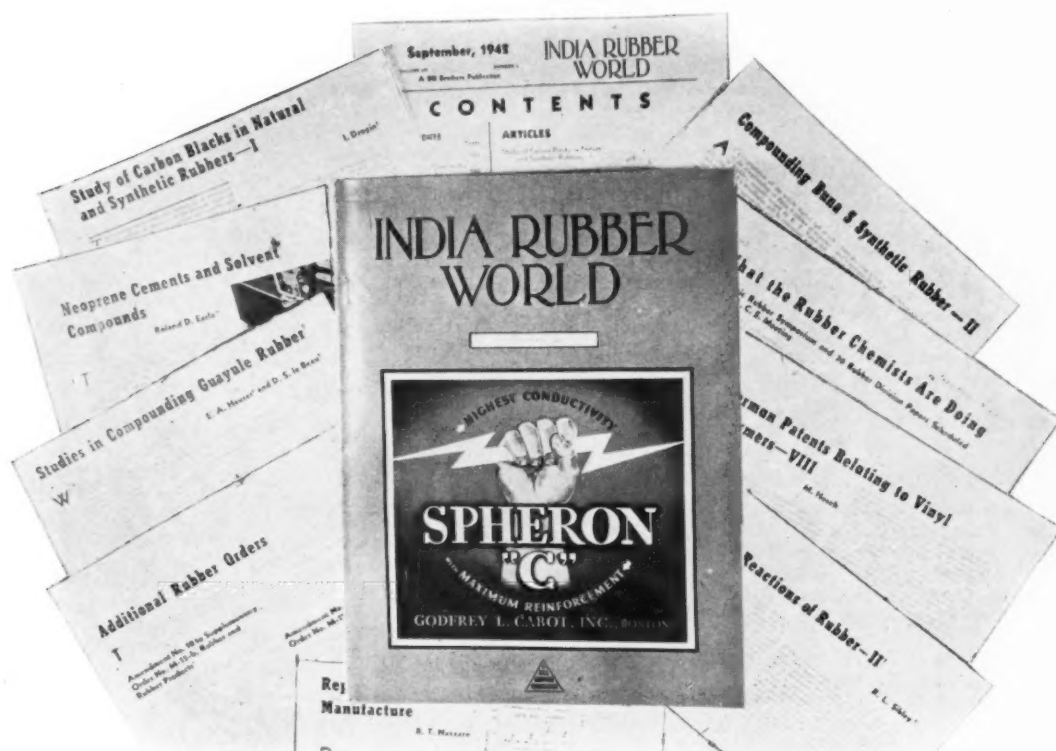
Girl workers at Rumford Chemical Works have formed a "Home Guard" whose main job is to keep in touch with Rumford men in the Army. In addition to sending regular gifts to the men, the girls are now getting out a mimeographed paper called "The Works" to raise money for the gifts, and to keep up their own morale. . . Although still without a name, a new publication for Harnischfeger Corp. employees in the armed forces made its appearance with a November issue.

BUTADIENE — BUNA S — BUTYL

Common terms to the layman since Pearl Harbor, and deservedly so, for they all refer to present-day

RUBBER

so essential to the war effort.



THAT IS WHY EACH MONTHLY ISSUE OF INDIA RUBBER WORLD

this year carries a greater volume of advertising and more vital editorial matter than any corresponding issues for years past.

This proves two things: first, that men who know rubber and the compounding and equipment problems that come with the use of more reclaim and synthetics have full confidence in the future of the industry; and second, that INDIA RUBBER WORLD is the accepted authority and the recognized medium for reaching this rubber field.

A post card will bring valuable market information regarding the rubber field today—together with circulation figures and space rates.

INDIA RUBBER WORLD

386 FOURTH AVENUE

Established 1889

NEW YORK

SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.]

Christmas Cheer Deep Down In the Heart of America

No doubt you are planning to pass on a little Christmas remembrance to your salesmen? If you are, H. J. Scherck, sales manager, A. S. Aloe Co., St. Louis, Mo., has a precious thought for you. He is tucking it in with Aloe's remembrance to its salesmen. Here it is and it's fine thinking:

"There aren't many ways of telling a man that you wish him a Merry Christmas and a Happy New Year—and they have all been said, over and over.

"This year, however, don't you think there is something we can add to the Holiday Season? A sort of second Thanksgiving Day? For all of us have much more to be thankful for than one Thanksgiving Day can cover.

"We've had lots of things, in recent years. We've had the warmth and comfort, the sense of security which only Americans enjoyed. We've had a life made easier by aids an emperor couldn't have bought a mere 50 years ago. Per man, we've had more fun than any nation in history.

"Sure, there's war, privation, disappointments and heartaches ahead. But haven't we got a country which has thrown off its slothful, easy-going ways, an America that has risen to its feet, with the old pioneer spirit glinting in its eyes? We've a United States to be thankful for, haven't we?

"And we have our friends, of whom you are one.

"So, a Merry Christmas and a Happy New Year to you—and a deep and full Thanksgiving.

Cordially yours,"

"P. S. Here is a little Christmas remembrance for you. With it go our sincere thanks for your fine cooperation during the year."

Do You Want Inquiries About Your Product?

Here is a letter which might help. E. B. Nelson, advertising manager, U. S. Gutta Percha Paint Co., Providence, R. I., sent it to plant executives, and it really *made* time in pulling inquiries from them:

"Thirty-three Days Hath September.

"A lot of cherished ideas are going by the boards these days, including the one you and I learned in school beginning Thirty days hath September. . . For extra time just has to be *made* this year, and even if your plant is on a seven-day, round-the-clock schedule you can still get as much

as 10% more productive time *without adding a single man or machine.*

"How? The answer's so simple it may startle you:

"Paint your ceilings and walls white!

"This isn't just paint talk. It's a scientific fact attested to by leading illumination engineers all over the country. But don't take *our* word for it. Call up any lighting expert of your acquaintance. He'll tell you that white paint is *part of your lighting system*—and that as such it's a vital production tool you *just can't afford to overlook.*

"And here's the beautiful part of it: it's something you can do *right now*, without the loss of a single minute's production while it's being done! It's part of the Barreled Sunlight Representative's job to show you how!

"Backed by our 40-year experience as specialists in white paint for industry, he's equipped to show you how a crew of skilled industrial painting experts can brighten your plant from top to bottom without interfering with either workers or machines. He'll gladly explain how special rigging, blitz-crews of specially trained workmen, special protective equipment and an understanding of operating problems enables them to paint even the busiest plant while production rolls steadily—and safely—along underneath.

"We'd like to send you, without cost or obligation, a copy of the helpful illustrated booklet on white paint which we've prepared for operating and maintenance men. Better still, we'll be glad to have a trained Barreled Sunlight Representative inspect your plant and help you work out a paint-

ing program geared to your production needs. Both these aids are yours for the asking. Just fill out and mail the enclosed post card *today.*"

Have You a "Seller's Market" Headache? Here's a Remedy

Frank E. Booth, vice-president, Edward Weck & Co., Inc., Brooklyn, N. Y., has a remedy for clearing up a bad headache caused by orders that can't be filled. With production cut to the bone and deliveries uncertain during wartime, a little post-war planning will not be amiss. Definite information about products given to dealers now, together with a word of appreciation for past business, are vital if permanent injury to business is to be avoided when peace is won.

Mr. Booth found that a letter acquainting dealers with the wartime situation does wonders. Here is one he sent out recently:

"A few brief months ago we eagerly sought in every mail an order from you. Now we are fearful that you will order more blades than we can deliver.

"They call this a seller's market. We are not happy over the situation. Together we have built a market for blades and razors. Now, we must disappoint our customers. It may result in permanent injury to our business.

"The point which I want to make unmistakably clear, is we are grateful for your help and cooperation. The time will surely come again when we will be very anxious to work with you to rebuild or to regain the ground which we are now losing.

"It is regrettable that we cannot tell you definitely what you may expect in the way of delivery on Sextoblades. The quantity that we will be allowed to produce will only fill a fraction of our orders. The blades will be allocated with meticulous care. Consideration will be given to your previous purchases, your cooperation in promoting the sale of the razors, and promptness of payment.

"The price of Victory is sacrifice. Both of us must sacrifice some of our razor and blade business. At least two-thirds of our productive capacity must now be given to the Army and Navy.

"The object of this letter is to acquaint you with the situation and ask that you be patient. After we win the war, we are going to humbly seek for all the orders you can possibly give us. Until then we will do our best to supply you with blades. We still have some Style W and Style A razors available to fill your orders. Why not order some now for your Christmas business?"

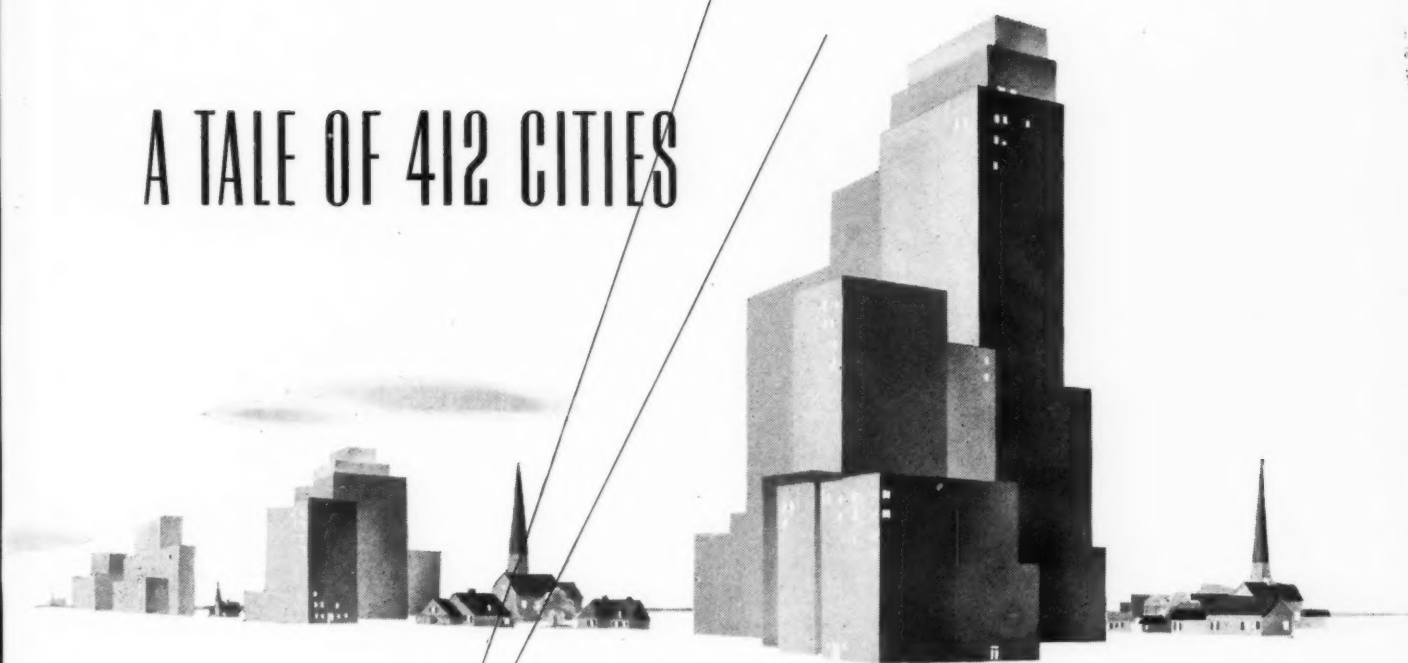
Prize-Winning Letters for December

H. J. SCHERCK
Sales Manager
A. S. Aloe Co.
St. Louis, Mo.

FRANK E. BOOTH
Vice-President
Edward Weck & Co., Inc.
Brooklyn, N. Y.

E. B. NELSON
Advertising Manager
U. S. Gutta Percha Paint Co.
Providence, R. I.

A TALE OF 412 CITIES



A PREVIEW OF THE MOST COMPREHENSIVE RADIO SURVEY EVER MADE *

There are 412 cities in the United States with a population of 25,000 or more. Nearly 50% of the nation's radio families live in them. *What stations do they listen to most at night?*

The largest survey of radio listening habits ever undertaken—NBC's 1942 Nationwide Survey—has just turned up with the answer:

In 324 of those 412 cities, NBC stations were listened to most at night, compared to 85 for the second network. *That's a lead of nearly 4 to 1!* Or put another way, 52% of the radio families in those 412 cities listen most to NBC stations, as compared to 24% for the second network.

Or put still another way, NBC stations (as the survey showed) have a substantial lead in night-time listening over the stations of *all other networks* in every type of market.

Or, to put it even more simply, NBC is today, more than ever, the network most people listen to most.



One out of every 120 radio families in the United States told us what their listening habits were and what stations were their favorites. The results of these surveys, which will give this information for every county and every radio station in the country, will be published shortly.

P.S.

Out soon—The story of night time listening in the 412 25,000-and over cities. Watch for it.

THIS IS THE NATIONAL BROADCASTING COMPANY

DECEMBER 15, 1942

[75]

Media & Agency News

Agencies

Cecil & Presbrey, New York City, has formed a technical board to plan for post-war conversion of products and plants. David C. Moss, from the investment firm of Moss-Pratt & Co., directs the department, aided by eight part-time consultants: Dr. Donald F. Othmer, head of chemical engineering, Brooklyn Polytechnic Institute; E. R. Mellenger, engineering consultant and designer of Diesel engines and ships; John W. Young, mechanical engineer; Joseph F. Platt, industrial designer; Orson D. Munn, patent attorney and head of *Scientific American*; Hearn W. Streat, former vice-chairman of Blair & Co., investment banker; Howard L. Wynegar, president of Commercial Credit Co., for consultation on sales financing, and L. F. Triggs, merchandising counsellor of Cecil & Presbrey.

Two new agencies are launched at Chicago. . . . The Advertising Corp. is formed at 176 West Adams St., with T. William Merrill as president and P. J. McEnroe, secretary and treasurer, to work on "institutional and promotional advertising activities that meet marketing conditions." . . . Advertising Engineers Corp., 608 South Dearborn St., is headed by Fred A. Bernard and Walter Clarke.



Arno H. Johnson takes charge of both media and research at J. Walter Thompson, New York City.

J. Walter Thompson Co. merges research and media, with Arno H. Johnson, formerly research director, as director of both. . . . John H. Morse, for the last two years, chief, Division of Commercial and Economic Information, Bureau of Foreign and Domestic Commerce, rejoins Buchen Co., Chicago, as economic consultant, particularly on post-war planning. . . .



John H. Morse rejoins Buchen & Co., Chicago, as economic consultant.

Frank Griffin, from J. Stirling Getchell, Inc., will join Compton Advertising, Inc.,

as a vice-president soon. . . . L. C. De Forest, formerly advertising manager of Hills Bros. Co., Dromedary food products, becomes an executive of Biow Co., New York City. . . . Leland Stanford Briggs, vice-president, is named general manager, New York City office of McCann-Erickson.



Leland Stanford Briggs is named general manager of McCann-Erickson, New York City.

. . . Leo Kennedy is appointed copy chief of Needham, Louis & Brorby, Chicago. . . . Arthur C. Ling becomes media director of Wendell P. Colton Co., New York City. . . . Jacques Zuccaire is appointed to supervise graphic advertising and merchandising for Lennen & Mitchell. . . . Augustine J. Hilton is now space buyer of Duane Jones Co.

Accounts: General Baking Co. reappoints Batten, Barton, Durstine & Osborn, after a three-year lapse, with Alex Osborn as management executive. . . . Personal Products Corp. appoints Federal Agency for Meds. . . . Chicago Sun appoints Leo Burnett Co., Chicago, for general promotion. Leo McGivena & Co. continues to handle the Sun's advertising promotion. . . . Dennison Manufacturing Co., paper supplies and specialties, to Charles W. Hoyt Co. . . . Amplex division, Detroit, of Chrysler Corp. to Ruthrauff & Ryan. . . . Industrial Tape Corp. Texcel products, to M. H. Hackett, Inc., New York City. . . . Texas Pre-Fabricated House & Tent Co., Dallas, to Albert Frank-Guenther Law, New York City. . . . W. & J. Sloane, furniture, San Francisco, to A. E. Nelson Co., there. . . . Twenty manufacturers of Phillips Recessed Head screws will advertise jointly through Horton-Noyes Co., Providence. . . . General Refractories Co. and Laros Textiles Co. to Lewis & Gilman, Philadelphia. . . . Associated Telephone Exchanges to S. Duane Lyon, Inc., New York City. . . . Lea & Perrins, Worcestershire sauce, to McCann-Erickson. . . . Chap Stick Co., medicated lipsticks, to Sherman K. Ellis & Co.

Magazines

Association of National Advertisers points out, in its "Twelfth Annual Analysis of Net Paid Circulation and Subscription Production," that 21 major magazines gained 4.9% in net paid copies during the 12 months ended June 30, 1942 from the same period of the year before.

Net paid copies of these magazines in the current 12 months totaled 1,103,858,864. Newsstand sales gained 12.2%; single copy boy sales dropped 14.9%; subscription copies through churches and schools declined 11.4%; instalment sales dropped 4.5%. Long-term subscriptions increased 10.6%. . . . Currently, newsstand sales account for more than one-third of total circulation of all of them.

Newsweek points out that its advertising revenue (\$400,000) for November approached its total (\$439,000) for the entire year of 1938. . . . Christmas number (December 5) of *Saturday Review of Literature* had 55% more advertising volume than the same period of last year. . . . Advertising in the January *American Magazine* is 112% higher than a year ago.

Shortly after announcing an advertising increase of 18.2% in advertising in the current quarter, *Rockefeller Center Magazine*, New York, decided to suspend for the duration.

Arthur R. Anderson, recently vice-president of Marschalk & Pratt, joins *Woman's Day*, in a special capacity. . . . Guide Magazines, publisher of *Click*, *Guide Screen Unit* and *Guide Detective Unit*, appoint James A. Young, Los Angeles, as West Coast advertising representative. . . . Harold Jeunet becomes classified advertising manager of *Farm Journal and Farmer's Wife*, succeeding Bill Rupp, who joins the Navy. . . . Miss Naomi Donna Shaw becomes an advertising representative for *Mademoiselle*. . . . Hazen P. Spinney joins the eastern sales staff of *American Legion Magazine*. . . . Ralph Ledder, from Barnes-Chase Agency, becomes assistant manager, Los Angeles office, Duncan A. Scott & Co., publishers' representative.

Macfadden Publications, Inc., is aiding the copper situation by converting to letterpress gravure forms in each of its four leading magazines. . . . Fawcett Distributing Corp. reprints in booklet form a series of articles by Dan Rennick in *Drug Topics* on how druggists can replace lost sales from scarce merchandise by selling magazines.

Newspapers

Philadelphia *Evening Bulletin* reports that its circulation of 623,157 for the six months ended September 30, 1942, made it "the largest evening newspaper in the United States." . . . The *Bulletin* also claims first place among daily newspapers in general advertising in the first ten months of 1942.

In connection with a first anniversary issue, on December 4, the Chicago *Sun* announces that it has risen to 11th in circulation among United States morning newspapers and carried almost 7,500,000 lines of advertising in its first 50 weeks.

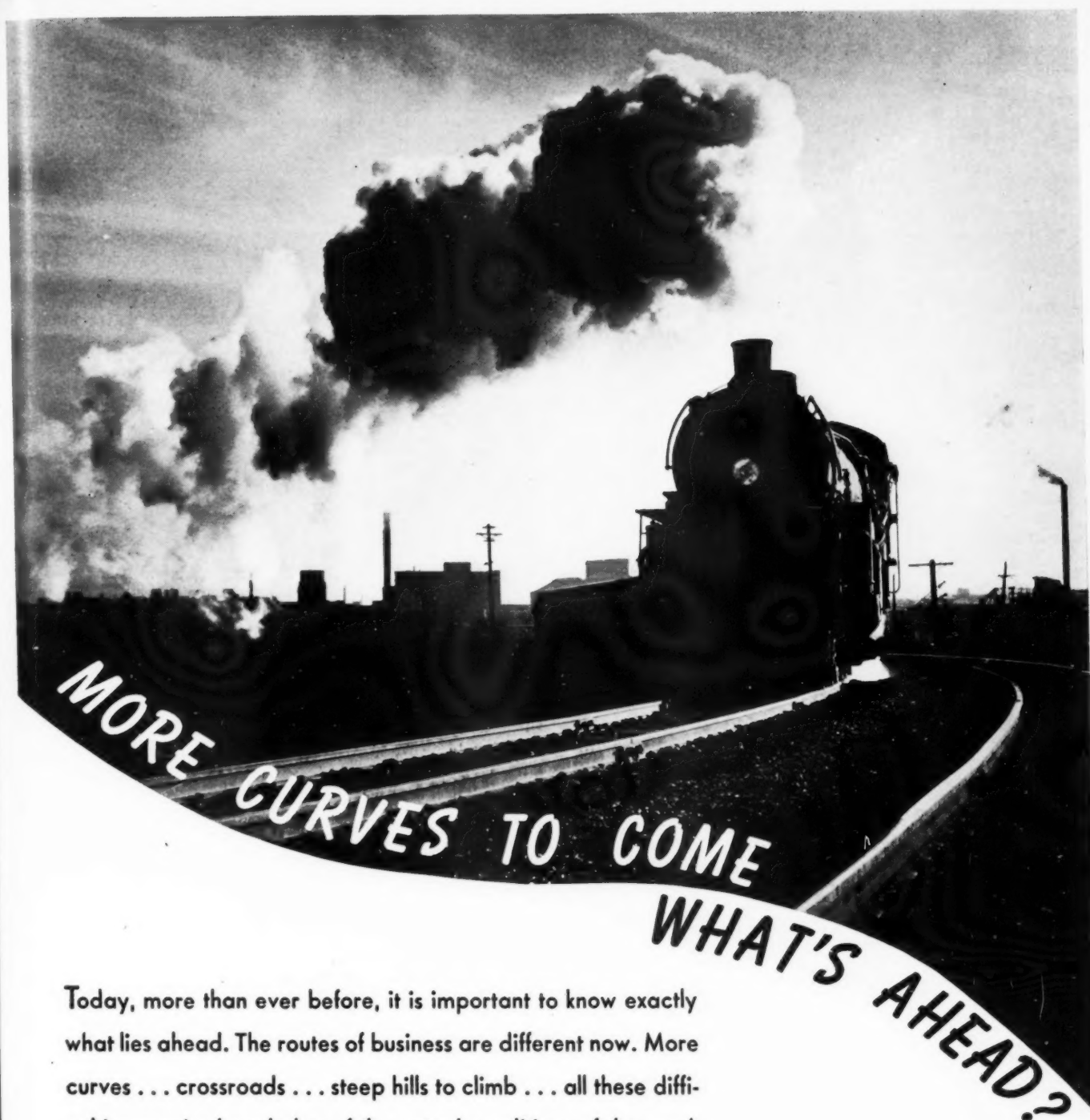
New York *Herald Tribune* carried 127,700 lines of advertising—"the largest volume . . . in any extra section published in the history of New York newspapers"—in a recent 80-page supplement on its Eleventh Annual Forum. Most of the 261 advertisers keyed their copy to the forum theme, "Our Fight for Survival in a Free World."

Another newspaper record is reported in a full-page advertisement, "The Story of a People's Crusade," recently released to all daily newspapers in the country by the Bureau of Advertising, American News-



WCSC Serving
Coastal Carolina
1000-500 Watts • CBS
CHARLESTON, S. C.

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives



Today, more than ever before, it is important to know exactly what lies ahead. The routes of business are different now. More curves . . . crossroads . . . steep hills to climb . . . all these difficulties require knowledge of the actual conditions of the road.

The far-seeing executive uses a Ross Federal survey to determine facts first. It is an inexpensive way to gauge speed and to avoid delays and timing.

Talk to a Ross Federal man today about your plans for tomorrow.



**ROSS FEDERAL RESEARCH
CORPORATION** 18 East 48th St., N. Y.
AND 31 KEY CITIES FROM COAST TO COAST

Q: What is the "Service Men's Market?"

A: 6 MILLION Buying soldiers, sailors, marines and coast guardsmen . . . who spend up to 1/3 of their pay (now \$50 a month minimum!) at camp exchanges, ship's service stores, etc.

Q: What do these 6 million men buy at their local camp exchanges?

A: Nearly everything that men usually buy in civilian life . . . from cigarettes to radios, candy to clothing, books to watches, etc., etc., etc.

Q: Is there any sale in this market for women's merchandise?

A: A BIG sale . . . to the wives of officers and enlisted men, nurses, civil service workers, exchange personnel, etc. . . who buy for themselves and their families as all women do.

Q: This market looks GOOD! What is the best way to cover it?

A: With POST EXCHANGE . . . the only military trade publication that reaches the buyers of all exchanges and stores serving all the service branches!

Make Sure Your Product Is Represented In

POST EXCHANGE'S 2nd Annual Directory Issue

Published February, 1943

- This is the buyers' reference directory that service exchange purchasing agents keep "at arm's reach" the year around. It will contain as complete a list as possible of all products salable in service camp exchanges, with manufacturers' names, trade names, etc.
- All copies will be mailed, punched, with a string attached for ready hanging. 1,000 extra copies will be distributed. New camps established during the year will automatically receive a copy.



Send for descriptive folder giving complete details! Go after your share of the huge sales this market provides . . . TODAY!

POST EXCHANGE

292 MADISON AVE. • NEW YORK, N. Y.
CHICAGO Karley L. Ward, Inc.
 360 N. Michigan Ave.
ATLANTA Walter W. Weeks
 19 Eleventh St., N. E.
ST. LOUIS Fred Wright Co.
 215 Olive Street
SAN FRANCISCO Simpson Realty, Ltd.
 Russ Bldg.
LOS ANGELES Simpson Realty, Ltd.
 Garfield Bldg.

paper Publishers Association. Donald Nelson told newspaper publishers last September that he "wanted 4,000,000 tons of scrap in eight weeks. The people gave him more than 5,000,000 tons in three weeks."



Bachrach

Lee Tracy is now coordinator of sales promotion of New York Mirror.

George J. Auer becomes sales manager of Paul Block & Associates, New York City.



Lee Tracy, former promotion executive with *Look* and New York *World-Telegram*, is now coordinator of sales promotion with the New York *Mirror*. . . . George J. Auer, former executive with the Philadelphia *Evening Public Ledger*, joins Paul Block & Associates, New York, as sales manager. . . . Mrs. Wales Latham becomes director of women's programs in the promotion department of the New York *Times*.

Phoenix *Republic and Gazette* publishes a 160-page issue on "Arizona in Wartime." . . . West Chester, Pa., *Daily Local News* appoints Howland & Howland national advertising representative. . . . Hempstead, L. I., *Newsday*, formerly five-a-week, adds a Saturday edition. . . . Advertising Research Foundation issues findings on Syracuse *Herald-Journal* in the Continuing Study of Newspaper Reading. . . . St. Louis *Star-Times* starts an outdoor poster campaign.

Bureau of Advertising issues Supplement No. 2 to its book, published last summer, on "Advertising Goes to War."

Radio

At the suggestions of NBC, the Code Committee of National Association of Broadcasters has scheduled a meeting in Washington December 14 and 15 to consider the right of consumer cooperatives to buy time on the air. Last October, NBC and CBS decided not to sell time to the Cooperative League of the U.S.A. for a membership-building program called "Let's Get Together, Neighbor."

Mutual network's publicity department finds in a survey that, "although there has been a great curtailment" of radio space in New York newspapers, "the war has brought no radical changes in newspaper radio columns throughout the country." About half of the papers queried carry as much radio space as a year ago; 10% have expanded their columns, and only 2% have eliminated them.

Blue network reports that for its 26 evening commercial programs in November the average number of stations used

was 89, compared with 84 in October, and 80 in September. Fourteen of the programs use more than 100 stations. Texaco's sponsorship of Metropolitan Opera broadcasts leads with 173.

William E. Jackson, sales manager of Westinghouse Radio Stations, Inc., also will handle the advertising and publicity duties of George A. Harder, who has re-entered the Army. . . . Kenyon Brown, sales executive of KVOO, Tulsa, is now general manager of KOMA, CBS outlet at Oklahoma City, succeeding Jack Howell, now in military service. . . . R. C. Mad-dux, vice-president in charge of sales of WOR, New York, is elected a member of the board of directors and executive committee of that station. . . . Robert J. Landry, from *Variety*, is appointed to the newly-created position of director of program writing of CBS. . . . George Crandall, acting publicity director of CBS since September 1, is made publicity director. . . . Miss Dorothy Spicer joins the Chicago staff of Free & Peters, Inc., station representatives, to handle promotion and publicity.

WDEL, NBC outlet in Wilmington, is now operating on 5,000 watts daytime and 1,000 watts night power. . . . WLAG, La Grange, Ga., joins the Mutual network. . . . WORC, Worcester, Mass., will join the Blue network on April 5 1943.

Harold Hough, of KGKO, Fort Worth-Dallas, is elected chairman of the Blue Network's planning and advisory committee.

WAAB, Worcester outlet of the Yankee and Mutual networks, goes on the air December 13, on a frequency of 1440 kilocycles and with 5,000 watts power. Mrs. Dorothy Robinson has been appointed supervisor and sales manager of WAAB.

Biggest Business Paper

Mill & Factory, a Conover-Mast publication, published in November a "Know-how" handbook issue. Totalling 808 pages, it is said to be the "largest single issue on record in both editorial and advertising pages of any industrial or business periodical ever published." Its purpose was to provide "a complete summary of the war agencies' services available to production executives from Washington; a verified technical guide to correct industrial maintenance and production practices, and a practical all-around textbook for industrial training programs."

"Miniature" Farm Week

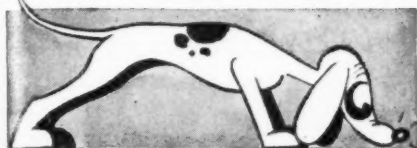
Normally, "Farm and Home Week" is an annual event conducted by the Missouri College of Agriculture, and it attracts thousands of families.

This year it was another of the growing list of farm events canceled because of the war. But enterprising Editor Raymond H. Gilkeson of the *Missouri Ruralist* conceived the idea of bringing "Farm and Home Week" to 121,000 farm families through a special November 14 edition built around more efficient production of foods, fats and fibers necessary to win the war.

Members of the faculty of the Missouri College of Agriculture co-operated with the editor in building a special issue which covered the same subjects which would have been covered had this been a normal year for the great personal gathering.

SALES MANAGEMENT

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

The Dallas Southwest. If you're thinking now in terms of post-war planning, you should get your hands on a copy of this 64-page study of the Southwest as a marketing and industrial section. The trend toward decentralization of industry, well under way before the war, will dominate the post-war swing back to normal production, the authors state in the foreword. Big national concerns that had been finding it increasingly difficult to serve the entire nation from a single point of manufacture will be operating from regional plants, each so located as to serve a well-defined sectional market.

Facts, maps, statistics and pictures pile proof upon proof of the authors' thesis that "no section offers greater opportunity for industrial expansion than the Dallas region, representing in population one-eighth of the national market, yet making less than 20% of the goods it consumes."

The first chapter is headed: Wealth and Resources. Then follow sections on the nation's largest regional markets, showing the Dallas Southwest in third place; territory served from Dallas; population centers; white population centers; retail and wholesale centers; trading areas of principal cities; transportation facilities and rates; manufacturing opportunities; labor conditions, utility rates, etc.

Address Clyde V. Wallis, Manager, Industrial Department, Dallas Chamber of Commerce, Dallas, Tex.

Snapshots of the Los Angeles Market. This is a package of 17 four-page folders of data on the Los Angeles market. Each folder is devoted to a study of the relative economic importance of a particular section in that area. The first page shows the position of the section as a shaded area on the Greater Los Angeles map, and indicates its economic complexion by a description of the types of residences in the community, population and retail sales figures and a reference to a U. S. city of comparable size and possibilities. The inside spread contains a wealth of material, presented in picture charts, on such factors as homes owned and rented, together with a breakdown of valuations and rentals; age groups, with educational backgrounds; employment according to status as employer and employee and according to trades and professions. A master folder summarizes the data for the entire market.

For copies, write to O. E. Schwarz, Los Angeles Daily News, Los Angeles, Cal.

Advertising and the People's War. Earlier in the war advertising contributed greatly to the war effort, by strengthening public morale with progressive pictures of the country's growing might. That stage is past, and advertisers are beginning to

realize that "what we are doing" should give way to "what each of us can do" as a copy theme. People are eager to learn how their efforts can be linked with the efforts of others—the men in our armed forces, factory workers, farmers, women in war work—in the all-out drive for victory.

The second in *Collier's* series of presentations of wartime advertisements is a gallery of 51 exhibits on how industry can measure up to the public's expectations—how its advertising can promote conservation, help protect public health, help finance the war, fight inflation, etc. The ads are grouped according to five different jobs that advertising is doing today—building public confidence in our materials of war, in our fellow citizens, in American transportation, telling the public how it can contribute to the war effort and about the world of tomorrow. Sandwiched between these sections are exhibits showing how *Collier's* editorial contents parallel the aims of its advertisers. Write for copies to Melvin Gerard, *Collier's*, 250 Park Ave., New York, N. Y.

Branham Market Data. The Branham Co. has prepared a file of uniform folders giving a wealth of data on each of the markets it represents. On the cover of each folder a group of photographs, with captions, spotlight the dominant industries of the area while accompanying copy provides salient facts to indicate advertising and marketing opportunities. A comprehensive breakdown of statistics covers population and families, retail sales according to the various types of stores, wholesale and retail outlets, dwelling units, passenger cars and trucks, telephones and gas electric meters. The retail and wholesale set-up is described in detail, with names of buyers and key men included. Each folder carries a full-page map showing allocation of circulation. Address E. A. Johnson, The Branham Co., 360 N. Michigan Ave., Chicago.

Yesterday and Today. The war is working profound changes in consumer habits. Rationing and shortages invariably bring with them a revival of old devices and methods to fill the gaps in daily living resulting from casualties among modern conveniences. For example, the swing back to shopping by mail so noticeable in areas where gasoline rationing has been in effect for months is making itself felt throughout the country. The trend is not without its promotional advantages. The *Columbus Dispatch* has just published a helpful booklet to show retailers how they can offset trade losses from automobile mileage curtailment if they include a mail-order blank in their advertisements.

Brief copy, interspersed with cartoon-style drawings, outlines the new shipping pattern in Central Ohio and cites past experiences of the newspaper to prove that "there are a lot of mail order shoppers living around the country in and near Columbus." A survey of mail-shopping possibilities in 11 Ohio towns invites a comparison with *Dispatch* circulation figures for those communities which reveals the newspaper reaching four of every ten homes daily, five out of ten on Sundays. In support of its own statement the *Dispatch* quotes merchandisers in other sections of the country as evidence that mail-

shopping is not only on the increase but is proving itself a satisfactory wartime expedient.

For copies, write to Ramon Cram, The *Columbus Dispatch*, Columbus, Ohio.

UN-Rationed!

505 ROOMS AT \$4

At The Lexington there's no necessity to ration minimum-rate rooms! For, more than one-half the total number of rooms in "New York's Friendly Hotel" are, now as before, priced at \$4 ... all outside with combination tub and shower, circulating ice-water, full-length mirror and four-station radio.

Home of the famous Hawaiian Room

Hotel Lexington

Charles E. Rochester, Vice-Pres. & Mng. Dir.

LEXINGTON AVE., AT 48TH ST., N. Y. C.

HAS YOUR INDUSTRY A PLACE IN THE WAR EFFORT?

Does the Government know all the facts? Have us present your case the best way - GRAPHICALLY!



THE CHARTMAKERS, INC.

PLAZA 8

480 Lexington Ave., N.Y.C.

-0450

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836



GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS



Comment

BY RAY BILL

ENEMIES OF ENTERPRISE. One speaker at the December "War Congress of American Industry," staged by the National Association of Manufacturers, certainly pulled no punches. Call Harley L. Lutz, professor of Public Finance at Princeton University what you will, if you think him wrong. Or call him "on the beam" if you think him right. In any event, think about these highlights from his talk:

1. The enemies of the enterprise system have been able to establish by political methods a series of restraints which amount to strangleholds upon business and which effectively prevent the enterprise system from re-asserting its traditional vigor.

2. Tax progression is the most potent of all weapons for the destruction of private property and private initiative, and for the introduction of the socialist state.

3. The enterprise system must have an ample and free flow of capital funds into venturesome investment. The tax system destroys that flow at its source by confiscating the estates and the income from which it must spring.

4. The enterprise system depends upon the recognition of profit as a motivating force.

5. The enterprise system requires that the profit reward be commensurate with the risk assumed. But there can be no adequate calculation of the risk, when the investor must take into account not only the uncertainties necessarily attendant upon his business venture, but also the certainty that a large part of any profit realized will be expropriated by the tax law.

6. There can be no vigorous recovery of the enterprise system in the post-war period without a remarkable relaxation of the progressive taxes.

7. The American free enterprise system has derived a large part of its strength and vitality from the thousands of small firms in production, distribution and trade. The ruthless concentration plans now being set up will destroy many of these firms by wiping out their capital, disrupting and dispersing their organizations, and drying up their market. We shall be deprived of their aid in effecting the re-conversion to a normal peace economy after the war.

Successful prosecution of the war necessarily demands very heavy taxation in a wide variety of directions. Fighting efficiently organized totalitarian enemies also requires tremendous stepping up in the number, variety and extent of governmental controls over the nation's business and its individual citizens.

But does this mean, we must simultaneously destroy not only the enterprise system but even the spirit of enterprise? We say no, and we think the time is at hand for the proponents of enterprise to crusade in behalf of their thesis.

We live in times when laws no longer state clearly or exactly what they mean—when directives from a great range of high administrators and agencies interpret the realistic intent of existing laws—when inexperienced, junior officials often undertake to rule on the precise application of these directives.

Much of all this structure which is being super-imposed on the law of the land may be unavoidable in times of war. But certainly there is room for much honest, sincere debate on the how and wherefore of the directives and interpretations of greatest consequence to the welfare of the nation.

In this whole situation, SALES MANAGEMENT believes sales executives can and should play a major role. They know better than do others, many of the angles involved in the evolution from a peacetime economy to an all-out war economy. They know better than do most others, the innumerable stimulations, gains and advantages which come only through intelligent rewarding of enterprise.

By and large, sales executives do not command compensations of super-size or possess capital wealth of imposing proportions. They must sell the merit of their ideas and plans, not just peremptorily order their fulfillment. Few, if any, of our citizenry qualify better, as regards training, experience and lack-of-bias, to appraise the how and why of war expedients which affect the business economy.

Therefore, government should make extensive use of the abilities of sales executives in helping to solve the terrific problems which are necessarily inherent in national programs along such lines as: 1. standardization, 2. simplification, 3. concentration, 4. production curtailment, 5. price control, 6. supertaxation, 7. reorganization of distribution, 8. preservation of small business, 9. avoidance of monopoly, 10. financing the war chiefly through bond sales and 11. control of manpower—to mention only a few of the major spheres in which revolutionary changes are now occurring or are soon to occur.

The top leaders of business should likewise see to it that major use is made of sales executives in the preservation of the enterprise system and all it offers to the country.

Meanwhile, we fear that the so-called \$25,000 ceiling on net income has struck deeper at the enterprise system and the American way of life—and with less sound reason therefor—than has any other single war measure.

In the end, we expect the fiercest antagonists of such ceiling provisions will be, not the individuals whose opportunity is thereby impaired, but Labor. The leaders of union labor, we predict, will come to realize that it is not the few, *but the many*, who suffer most when the normal, customary, time-tested incentives to human enterprise are thrown into national discard.

SALES MANAGEMENT

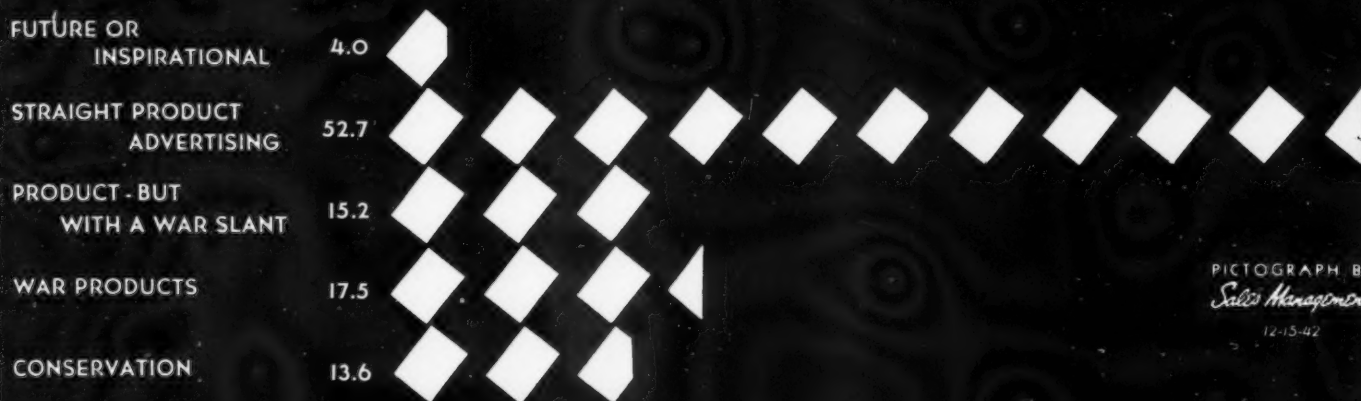
Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor. Designed
by The Chartmakers, Inc.

HALF OF THE ADS ARE CONVERTED TO WAR

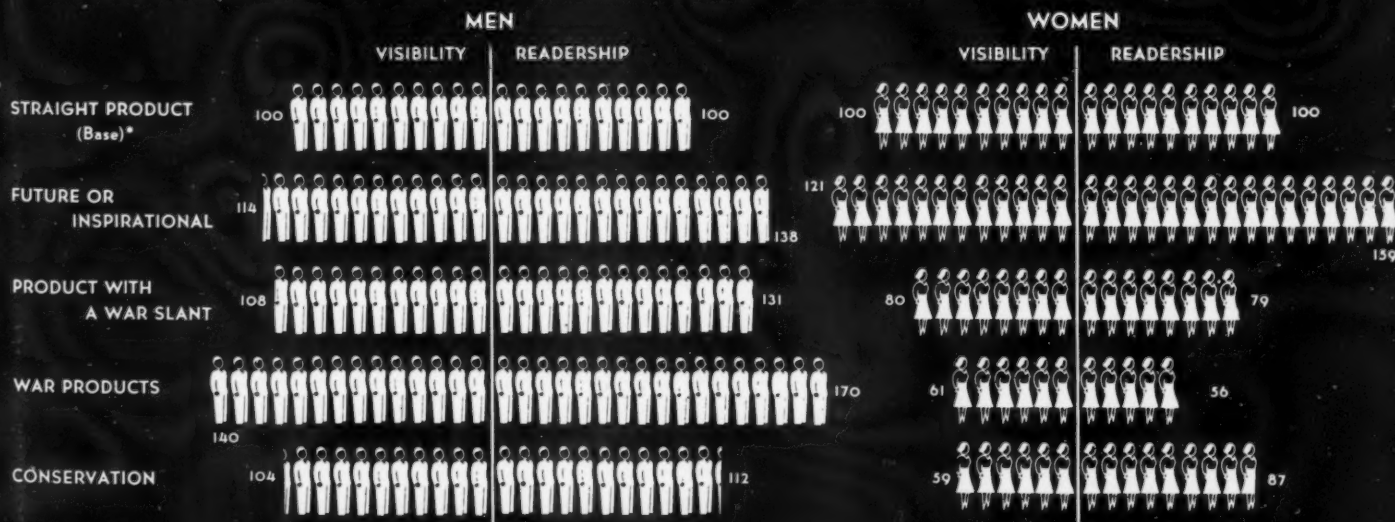
At the end of ten months of war nearly half of the ads in 17 leading magazines dealt partly or solely with war, according to Starch studies. Broken down by themes, the magazine ad pages are divided:



During these stirring war days the readership of magazine ads has gone up, currently being more than 5% above last year,—again according to Starch.

WHAT INTERESTS WOMEN TODAY . . . DITTO MEN?

Magazine readers, by the Starch method, are judged on Visibility and Readership. A score of 20 on Visibility, for example, would mean that 20 out of 100 persons remembered having seen the ad. A similar score for Readership would indicate that the same number of people had read at least a substantial part of the ad. Current studies show striking differences in interests between men and women. Men are most likely to notice the war products ads, and to read them. Women like to dream about the products of the future. In the Pictographs below the Visibility and Readership of Straight Product advertising is taken as the base, 100, with the other groups compared with it. Note that among men Straight Product advertising is today the least interesting of any type, War Product ads the least interesting to women.



*Note that these are ratio figures; they do not indicate how many readers noticed or read ads.

Source: T. Mills Shepard, Daniel Starch, Inc., before Association of National Advertisers, 11-12-42

GAS RATIONING? These 12 Points Solve Your Problem in Central Ohio...

Below are the percentages of coverage in the 12 county seat towns by The Columbus Dispatch. These 12 counties comprise the Retail Trading Zone as defined by the A. B. C.

	Daily Sunday	Daily Sunday
① Marysville68%	⑦ Logan37% 49%
② Delaware43%	⑧ Lancaster22% 57%
③ Mt. Gilead52%	⑨ Circleville39% 47%
④ Mt. Vernon37%	⑩ Wash. C. H. ...31% 51%
⑤ Newark17%	⑪ London63% 57%
⑥ Somerset45%	⑫ Columbus100% 86%

Gas rationing will keep people at home. Most of their shopping will be done in their home towns or counties. Tell your story to all these people with one medium... THE COLUMBUS DISPATCH. Note the high percentage of coverage in each of the 12 trading areas outlined above. No other Ohio or Columbus newspaper can give you this same coverage... reach all of these people at the same time. Remember... you can't cover Central Ohio without...

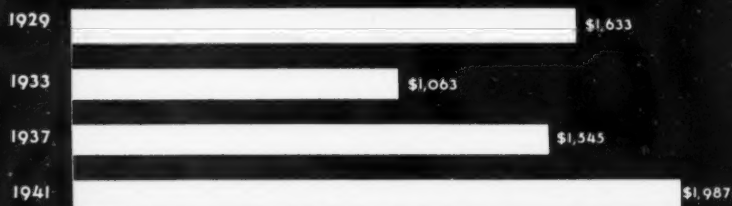
Central Ohio's Greatest Single Sales Influence

COLUMBUS DISPATCH

SPORT FANS SPEND TWO BILLIONS A YEAR

There was a tremendous amount of pleasure money around in 1929, and naturally sports boomed. But in 1941 our recreation bill, according to the Department of Commerce estimates, was 22% greater.

Here, for selected years, are the total expenditures for recreation. Totals are in millions of dollars.



By broad types of recreation the major expenditures in 1941 were:



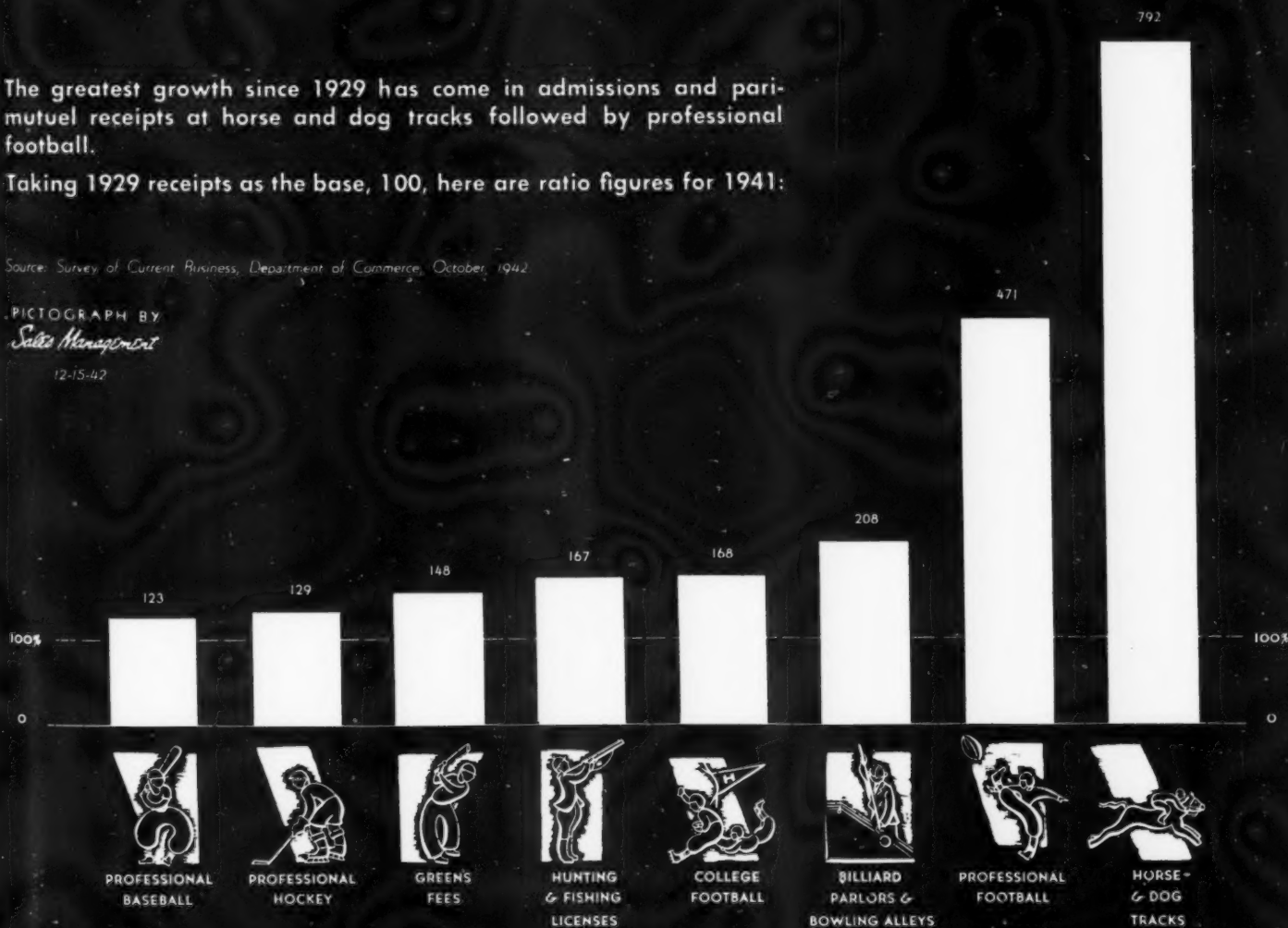
The greatest growth since 1929 has come in admissions and pari-mutuel receipts at horse and dog tracks followed by professional football.

Taking 1929 receipts as the base, 100, here are ratio figures for 1941:

Source: Survey of Current Business, Department of Commerce, October, 1942.

PICTOGRAPH BY
Sales Management

12-15-42





I get sore once a week

"I GUESS you could say I'm generally a pretty calm guy.

"At least, I don't blow my top the way Army sergeants are supposed to . . . not even when one of the men in my classes acts as though his head were made of cement.

"But once a week . . . when I get my copy of LIFE . . . I get sore.

"Because these days the first thing I turn to is LIFE's 'Newsfront' page . . . and when I read those hard-hitting articles that give you the absolute low-down on America's doubts and fumbings, my blood just boils.

"It really shocks a person to read how so many of us are treating this as a 'happy war'; and how selfish or complacent people are obstructing the way to victory; and how many peoples of the earth are far from convinced that our fighting motives are unselfish.

"But I know it's mighty good for me . . . and everyone else . . . to get sore about those things.

"Because it makes each of us buckle down and do what we can . . . whether it's collecting scrap, getting into uniform, or buying War Bonds . . . to help America come out on top in this fracas.

"Of course, there are a dozen other things in every issue of LIFE that are important to me. I see actual pictures of all the fighting fronts, and those maps, airplane and ordnance studies are often

valuable in our class work. But I think that by helping Americans really understand why we've got to get to work, LIFE is doing its greatest job."

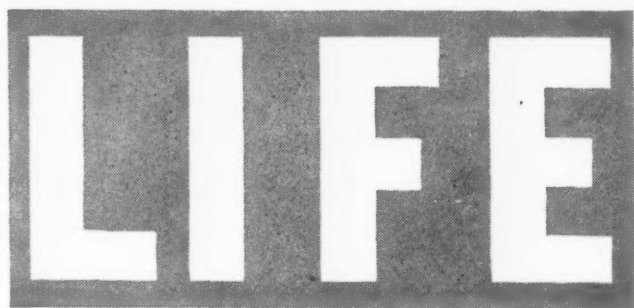
Possibly 23,900,000 Reasons

Well, that's why one soldier reads LIFE.

Every one of LIFE's readers (who number 23,900,000 civilians plus 63% of our armed forces in this country) conceivably has his own special reason for enjoying the magazine.

But by analyzing the letters that LIFE gets, it's apparent that there is one fundamental reason why it is so popular. It gives people a swift and clear and simple story of the world they are living in—and fighting for.

Because LIFE means so much to so many people, it has become the nation's first magazine in which to advertise goods and present unusual and new messages born of wartime conditions.

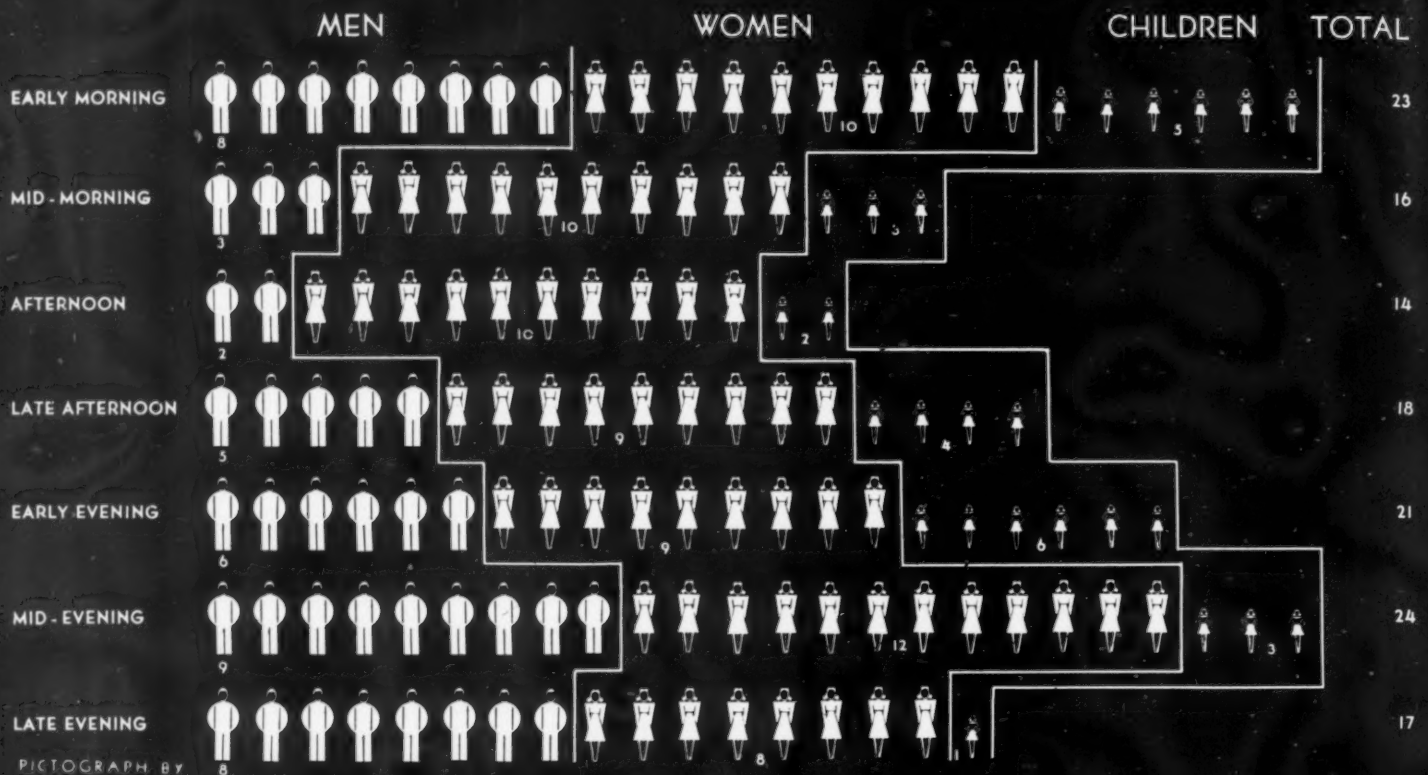


Eyes for the Minds of America

HOW RADIO LISTENERS VARY DURING THE DAY

Here are 10 average listening homes in the Greater New York area. The number of listeners in these 10 homes ranges from a low of 14 in an afternoon to a high of 24 in mid-evening.

The table shows the listeners in the 10 average listening homes at different times of the day and evening.



PICTOGRAPH BY
Sales Management

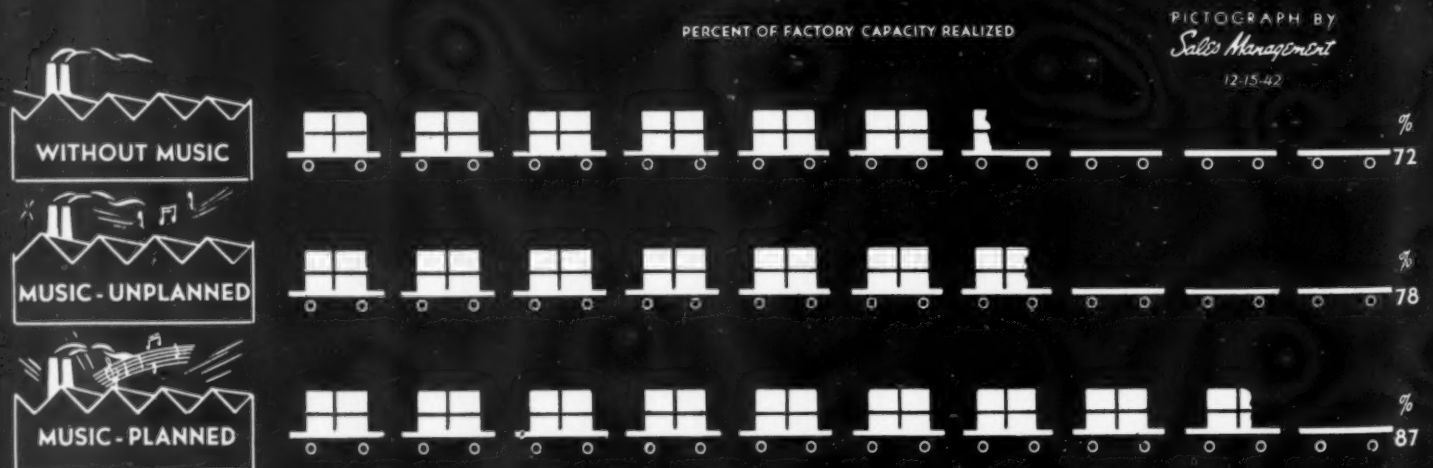
12-15-42

Source: Continuing Study of Radio Listening In Greater New York, Station WOR, 11-4-42

MUSIC STEPS UP FACTORY PRODUCTION

Some 500 American war factories and 4 out of every 5 in England give their workers music during working hours. Experiments show that 12 minutes of music and 18 minutes of silence represent the best proportion. Vocal music is discouraged while machinery is in motion because people listen to the words and grow careless. Music which is popular during early morning hours may be no good in the afternoon when people are beginning to get tired. Peppy music is played then. During lunch hours the employees may have vocalizations and jive if they want it.

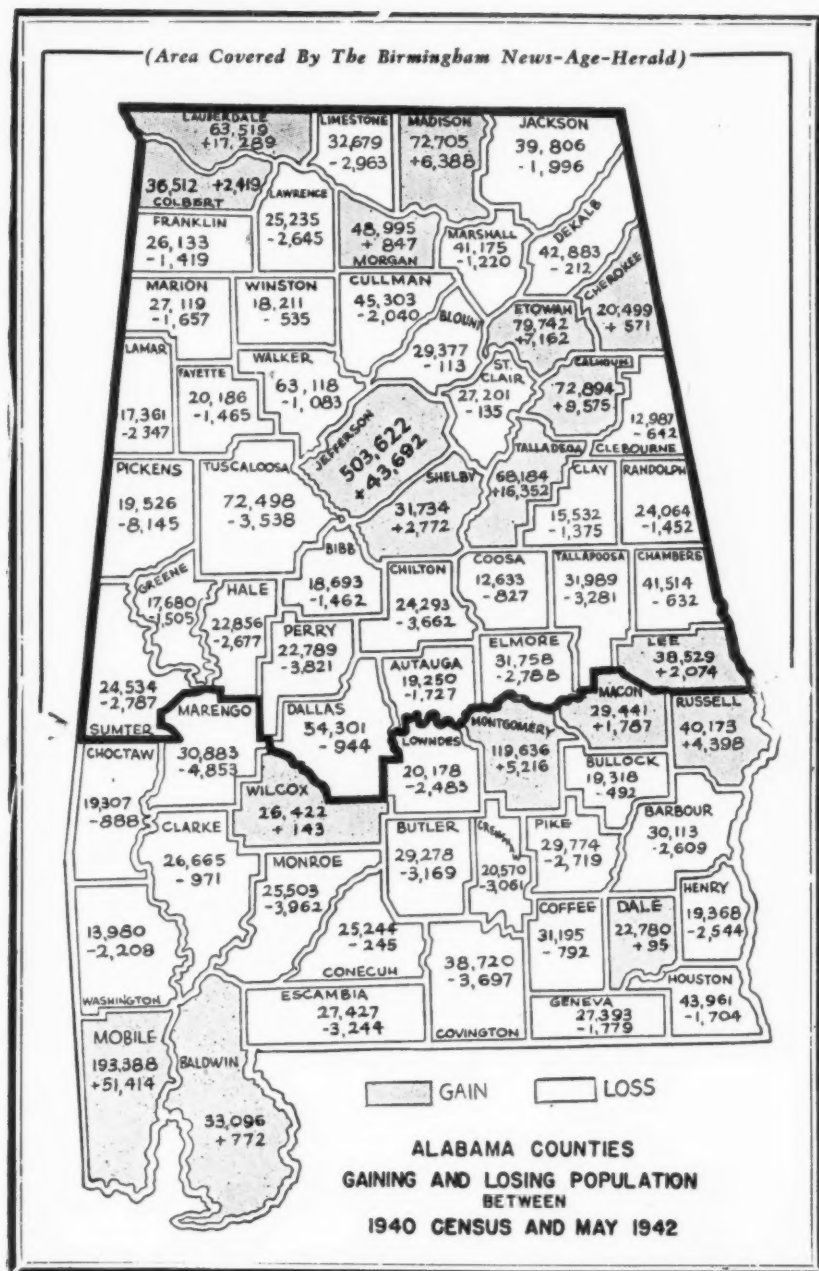
It's most important that music be planned. Here are the results of a recent survey.



PICTOGRAPH BY
Sales Management
12-15-42

Source: Russell Sanner, Ohio Music Corp., (Muzak) reported in Variety 11-18-42





"Gentlemen,
here's the answer!"

WHAT HAS HAPPENED
TO POPULATION IN THE
BIRMINGHAM MARKET
?

★ The wartime trend of population to industrial areas in Alabama is shown on the map above. This map, prepared by the State Planning Commission, shows a total gain of 70,451, boosting Alabama's population to 2,903,412 . . . more than two-thirds of which is within Birmingham's True Retail Trading Area.

With every industrial index up 10 to 60 per cent ('42 over '41), and with payrolls up 62 per cent in dollars and cents, the Birmingham area offers every advantage to the aggressive merchandiser . . . particularly when this entire rich market may be covered with a single advertising medium — The Birmingham News-Age-Herald.

The Birmingham News



THE BIRMINGHAM AGE-HERALD

"THE SOUTH'S GREATEST NEWSPAPERS"

MORNING ★ EVENING ★ SUNDAY ★ ★ ★ RADIO STATION WSGN, 610 KC
NATIONAL REPRESENTATIVES: KELLY-SMITH COMPANY

HEAVEN NEEDN'T PROTECT THE WORKING GAL; SHE CAN DO ALL RIGHT BY HERSELF

Women war workers in St. Louis spend an average of \$2.46 a month, \$29.28 a year, on cosmetics. The St. Louis wage scale is about average.

The cosmetic industry is often called a \$500,000,000 industry.



It would be an industry with a retail volume of \$1,200,000,000 if all women over 17 bought cosmetics as generously as women war workers.



Drug stores have become the favored shopping place for cosmetics among these St. Louis workers, replacing the 10c stores because they're open early and late and conveniently located.

Here are some of the favored cosmetic items:



Hints for marketers: Half of the girls complain about their nails splitting or breaking, and only a few know what to do about it. Two thirds of them report great difficulty in getting their hands clean after working, but less than a quarter use any special cleansing treatments.

Source: Survey by St. Louis Globe-Democrat as reported in American Druggist

COSMETIC FASHIONS TRAVEL FROM EAST TO WEST

Nine hundred and ninety eight members of the Beauty Reader Forum of Fawcett Women's Group were queried recently on their use of leg make-up. Only a small number—3.5% use it all the time, but another 26.9% use it occasionally.

Apparently this is one feminine fashion which hasn't mushroomed out from Hollywood, for usage is much more popular in the East. Taking the national percentage of regular and occasion users, 30.4%, as the base, 100, here are ratios by sections:

Most important reasons advanced among the users are "saves stockings, cheaper" 82.8% "appearance" 19.1% and "cooler than stockings," 17.2%.



Source: Fawcett Publications, November, 1942

What do YOU expect of the leading business magazine?

LARGEST CIRCULATION?

NATION'S BUSINESS

Fortune

Business Week

United States News

Total net paid
June 1942 ABC

374,638

164,359

120,752

188,893

then choose . . .

NATION'S
BUSINESS

RESPONSIVE READERS?

Nation's Business circulation has increased every month since March 1934...without short terms, deferred payments or other circulation tricks. Its renewals are high, its reader interest steadily increasing.

then choose . . .

NATION'S
BUSINESS

LOWEST COST?

NATION'S BUSINESS

Fortune

Business Week

United States News

Page rate
per 1,000

\$4.80

9.79

8.52

6.22

then choose . . .

NATION'S
BUSINESS

1 + 1 + 1 = 3

To reach the leaders of large and small business and industry, in big cities *and* small towns, tell your story in the magazine MOST WANTED by these leaders. Tell it in the best seller among all business magazines and Washington services.

NATION'S
BUSINESS



CBS, by a painstaking, cautious, conservative combing of every one of 3072 counties of the USA, can tell you how to reach the gentleman in the picture, together with the family for whom he works—how to reach him more often, for less cost, than has ever been possible in human communication before. The nature of what you tell him is up to you to decide, up to

him to judge—but there he is, and CBS knows concretely *where* he is, and *how often* he listens—and from that you will get helpful guidance. The sooner you translate whatever claim you may have to his respect and support into action, the more soundly you will sleep nights *because you have taken him into a genuine partnership-of-purpose with you.*



It's right in his lap

The subject of the photograph is named John.

He is the Average American.

A very *un*-average person he is. He and his wife and kids (in the service or not) are 'what makes America go'. He works for somebody or other—maybe himself, even—but he runs the country. Increasingly it becomes apparent to him that his responsibilities and those of his kids are not limited by our national boundaries.

He runs the country?

Yes. What is perhaps more urgent is that HE RUNS YOU.

He's got the major problems of the world squarely in his lap. He realizes that if he doesn't tackle and solve them he will have to take orders from whoever tackles and solves them first. *He is thinking very hard these days.*

He doesn't like to sound off an opinion without plenty of facts to fortify his instincts.

He relies on radio, enormously and increasingly, for the facts and impressions on which he bases his judgments. He and his family listen some 5 hours a day. He is cagey as a fox about believing—or disbelieving—the information, argument and emotion he gets from the air. But out of his weighing, accepting and rejecting of everything he hears, he forms an opinion, and acts on it. This is called *public* opinion. *Radio* public opinion is 31 million families strong.

His personal opinion—no matter what the captains and the kings may say—will decide what happens to the USA in the factory, the military field, and the home.

He is not to be trifled with, nor deceived—especially on the air. He is "open to argument", and in the long run he is just. He is grateful for a good time, bountiful in his generosity, scornful of fraud—and loyal to tried friends.

He's worth taking up your case with. In 28 million homes he and his family listen to CBS. After all, he's your boss.

The CBS logo, consisting of the letters "CBS" in a white, serif font, set against a solid black rectangular background.

HUMAN NATURE IS FUNNY . . .

It Needs Leadership to Travel in ANY Direction

A MESSAGE TO BUSINESS LEADERS

(As Published in Business Week, Reprints on Request)

American industry has left its critics popeyed with astonishment at the speed with which it has equipped our fighters for the offensive now unfolding.



Those mountains of destructive products came from our factories at such speed because a lot of presidents, general managers, and other leaders of men made up their minds to do a job.

It's a safe bet that more hours of Top-Executive time have been devoted to production problems in the past year than ever before.

Now that war conversion is an actuality in the plant, the production switch has been made.

Next comes the persuasion switch.

[10]

In every business there are men who are trained to persuade. When the country is at peace, these men are salesmen, sales-service representatives, and advertising men.



In normal times, they tell people WHY your products should be used. In wartime, their knowledge of how to influence the minds of other people can help us win.

Until a few months ago, industrial advertising was one of the prime instruments of competitive selling.

Today, advertising has a different function to

SALES MANAGEMENT

perform, particularly for those companies whose production is being devoted to the war effort.

For instance, when your products move out of your plant, they may no longer need the kind of advertising and selling that tells WHY to buy them, but users still need advice *and persuasion* on HOW they should be used and maintained.

If you make motors, the user must be sold on making that motor last. The same thing goes for every machine and moving part in our vast war mechanism. If you sell materials, your "persuasion force" can help in selling better ways to use and conserve your products.

Yes, America has a vast force for helping win a war which has not yet been completely mobilized. This force (America's persuaders)

needs leadership, and under our system, that leadership must come from Top Executives.



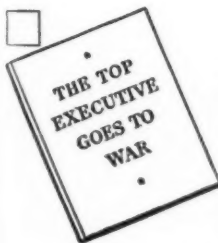
If you want to give some serious thought to this vital step in war conversion, we shall be glad to send any of the specially prepared studies of how others are tackling the job. See coupon.

The McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York, N. Y.

Please send the booklets checked:



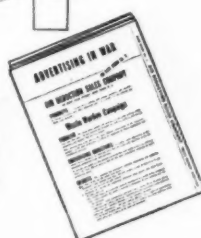
"TOP EXECUTIVE GOES TO WAR"
Shows how to analyze advertising policy in war. Based on Alcoa and other famous war campaigns.



"SALESMANAGER FACES 'MINUS QUOTA'"
Tells how industrialists are keeping objectives before salesforces with "nothing to sell."



"ADVERTISING MANAGER ON INDUSTRIAL - INFORMATION - PLEASE"
Reports on campaigns that have been revised to meet the challenge of war production. (Now in course of preparation.)



AIR REDUCTION CASE STUDY
First of a series. Takes one successful war campaign through every step, in detail.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

DECEMBER 15, 1942

[11]

Taken at Southern Bell Tele. Co.—Atlanta, Ga.

At Vega Aircraft Corp.—Burbank, Cal.

sighted market...

served same

KNOW THE MAGAZINE that KNOWS THE MARKET

• War has lifted the business girl from obscurity into the limelight . . . raised her salary . . . increased her prestige! Today she is the "essential" womanpower of the nation . . . rates AA-1 PRIORITY IN 1943 ADVERTISING SCHEDULES.

From clerks to welders . . . from Washington desks to Kaiser shipyards, everyone wants them—but who knows them, and how can you reach them?

Easier than you think—for they have a magazine their very own. CHARM has lived with them all, from typist to machinist, trained with them, helped put them into uniforms and overalls, recruited them for war-time jobs, and they've answered questionnaires by the thousands in our sweeping research from coast to coast.

Call, write, or wire our nearest Advertising Office for realistic facts and figures. Call the magazine that "GOT THERE FUSTEST AND KNOWS THE MOSTEST" ABOUT THE WAR-BORN MARKET OF BUSINESS GIRLS AND WAR WORKERS.

Charm

 MAGAZINE

A STREET & SMITH PUBLICATION
79 SEVENTH AVENUE, N. Y. C.

At Curtiss-Wright—Buffalo, N. Y.

Consolidated Aircraft Corp.
San Diego, Cal.

Eastman Kodak
Rochester, N. Y.

At Basic Magnesium—Las Vegas, Nev.

At R. C. A. Victor—Philadelphia, Pa.

*ACTUAL PHOTOGRAPHS TAKEN "ON THE JOB" AT TIME OF CHARM'S RESEARCH. 25 SURVEYS COMPLETED TO DATE.
FIRST WAR WORKER SURVEY — "WASHINGTON'S GIRL ARMY" — BEGUN BACK IN OCTOBER, 1941



Today's Westerner is a new man!

No matter what you used to know about the West Coast, forget it! War has changed this market so violently that new selling techniques are a "must." The new buying power is heavily concentrated in relatively few large cities—the Coast's twelve Metropolitan Districts, (where population is up 15%, retail sales up 26% in two short years).

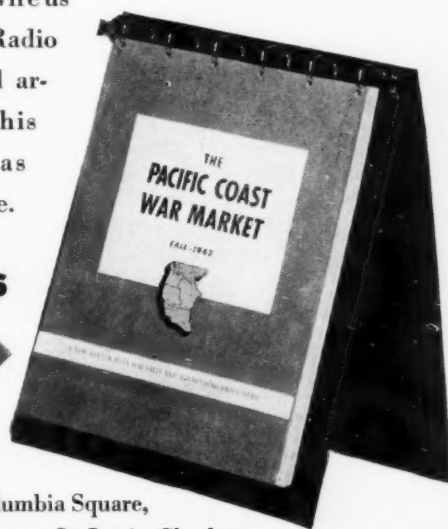
Network radio assumes greater importance than ever, because these new wage-earners are primarily radio listeners. And at the same time radio continues to reach all income groups, city, small-town and rural.

The Columbia Pacific Network has recently made an

exhaustive and realistic analysis of selling to the Pacific Coast under today's radically-changed conditions. It contains many facts which are of vital importance to executives in food-product and other mass-market fields.

Call, write or wire us or the nearest Radio Sales office, and arrange to see this urgent story as soon as possible.

Get this



Columbia Pacific Network

A Division of the Columbia Broadcasting System. Palace Hotel, San Francisco • Columbia Square, Los Angeles. Represented nationally by Radio Sales with offices in New York, Chicago, St. Louis, Charlotte

DECEMBER 15, 1942

When you pay the Piper

--- get a Receipt!

A MESSAGE TO THE EXECUTIVES OF INDUSTRIAL COMPANIES

(As Published in *Business Week*, Reprints on Request)

Business concerns are willingly paying the piper of war. However, because tax-money is visible, we are all prone to think of it as the way we pay for victory in a global conflict.



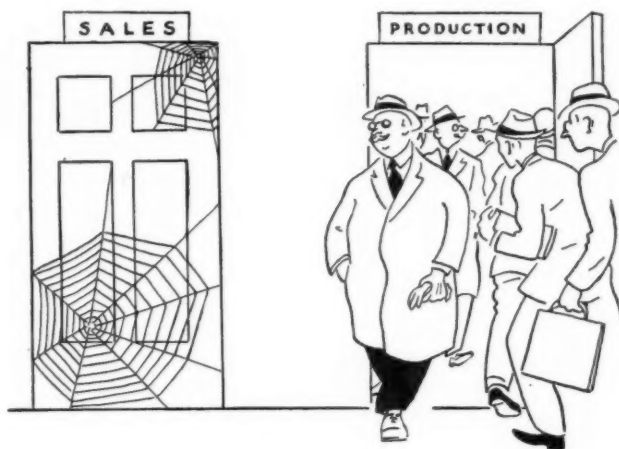
But when a war-converted plant trades normal production for all-out war production, it becomes apparent that the real cost of war lies in the way in which war-money is *created*, not alone in taxes on that money.

Here's an example:

The machinery of distribution begins to rust.

This rusting distribution machinery is just one of the costs of war, but it is important.

In fact, there is a real need for our selling and advertising techniques in war-time. They can be used to help win the war and to prepare the way for the eventual re-conversion of our plants.



The first step in war-converting selling energy is a clear definition of objectives.

Many companies have already done a good job of re-defining war objectives for their sales and advertising. (See booklets offered in coupon.)

Changing the war-objectives of selling and advertising requires the understanding attention of the top-executive of a business.



"PLUS QUOTA" SELLING

It requires understanding of the fundamental difference between "Minus Quota" selling and normal selling.

It requires appreciation of the current need for information on the use and conservation of your product.

It requires appreciation of the fact that the best post-war planning is the kind that finds something helpful to do for present users, right now.

Advertising is the instrument through which

industry can preserve the distribution machinery which otherwise would rust while war-production is expanding.



"MINUS QUOTA" SELLING

To help executives in studying the use of advertising as a means of "getting a receipt" when they pay the piper of war, we have prepared the booklets offered below. They are based on actual case studies. Send the coupon.

The McGRAW-HILL

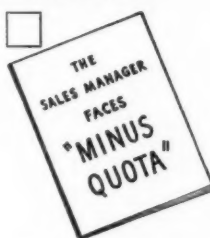
NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York, N. Y.

Please send the booklets checked:



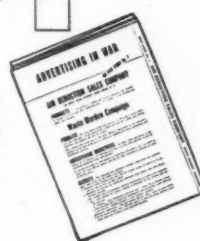
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First of a series. Takes one successful war campaign through every step, in detail.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

DECEMBER 1, 1942

[13]

As men fade out of the picture
IT'S FRONT AND CENTER FOR HER!



SHE'S the buyer-in-chief in today's radically changing market—and sharing the spotlight with her are those magazines edited to meet her special needs — *women's service books.*

For in recent months, women have been *needing* and *using* these magazines so much there has been a 4-to-1 wartime gain in high readership, as compared with 1940.

During the war period *Companion* circulation has mounted to an all-time peak. Proof, if proof is needed, that the *Companion* today more than ever is edited to the most vital requirements of the home-maker at war.

So concentrate your advertising on the woman. Never before has so much buying responsibility been concentrated there. It follows that she will welcome your suggestions on ways to perform in her important wartime role. Now's your big chance to win her favor, not only for today's merchandise—but for your post-war products as well!

**HOME FRONT TACTICS
 THAT WIN!**

Wartime "how-to-do" is what women want and need *most*. And in the January issue, *Companion* readers get it in full measure. There's everything from "We Visit the WAACS" to an article on nursing which gives practical advice to help offset the nurse shortage. "Girl Behind the Lines" tells girls how to keep their good looks while they're helping to win the war. We dramatize menu changes due to shortages—bring adventure into cooking—in two consecutive double spreads. We think this issue is right on the target. Ready—aim—fire!

Woman's Home
Companion

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB
 SALES MANAGEMENT

**WE DON'T KNOW WHERE
WE PICKED UP THAT
INFERIORITY COMPLEX...**



UT we sure had one, didn't we?

Remember? How we used to come around with that "Brother, please" sort of voice and ask you what was wrong with newspapers? It was the same spiritual anguish that you used to see at Holy Roller camp meetings out in Missouri just before the sinners went into a trance.

Naturally, you couldn't resist the temptation to tell us that: "Newspapers have slipped. They don't have the reading they used to."

When you come to think of it we should have known better.

We forgot that our retail advertisers had discovered that you could put in your ad today and get results—cash and merchandise that had to be reordered—the next

day and the next and the next. If the buyer or the copy writer or the artist pulled a bad one—then the public just didn't turn out and there were some more items that had to be closed out at "rock bottom" prices.

You'll recall that when in the Newspapers' United Scrap Metal Drive, the Gallup people asked, "Have you read about the present drive to collect scrap metal?" 94% of those questioned said, "Yes."

Then these newspaper readers turned up more than 6,000,000 tons of scrap metal.

There can't be much wrong with a medium that, starting in with just an idea and a copy appeal—a honey, we'll admit—moved 6,000,000 tons of merchandise in about three weeks.

SCRIPPS - HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram
CLEVELAND . . . Press
PITTSBURGH . . . Press
SAN FRANCISCO . . . News
INDIANAPOLIS . . . Times
COLUMBUS . . . Citizen
CINCINNATI . . . Post
KENTUCKY . . . Post
Covington edition, Cincinnati Post
KNOXVILLE . . . News-Sentinel



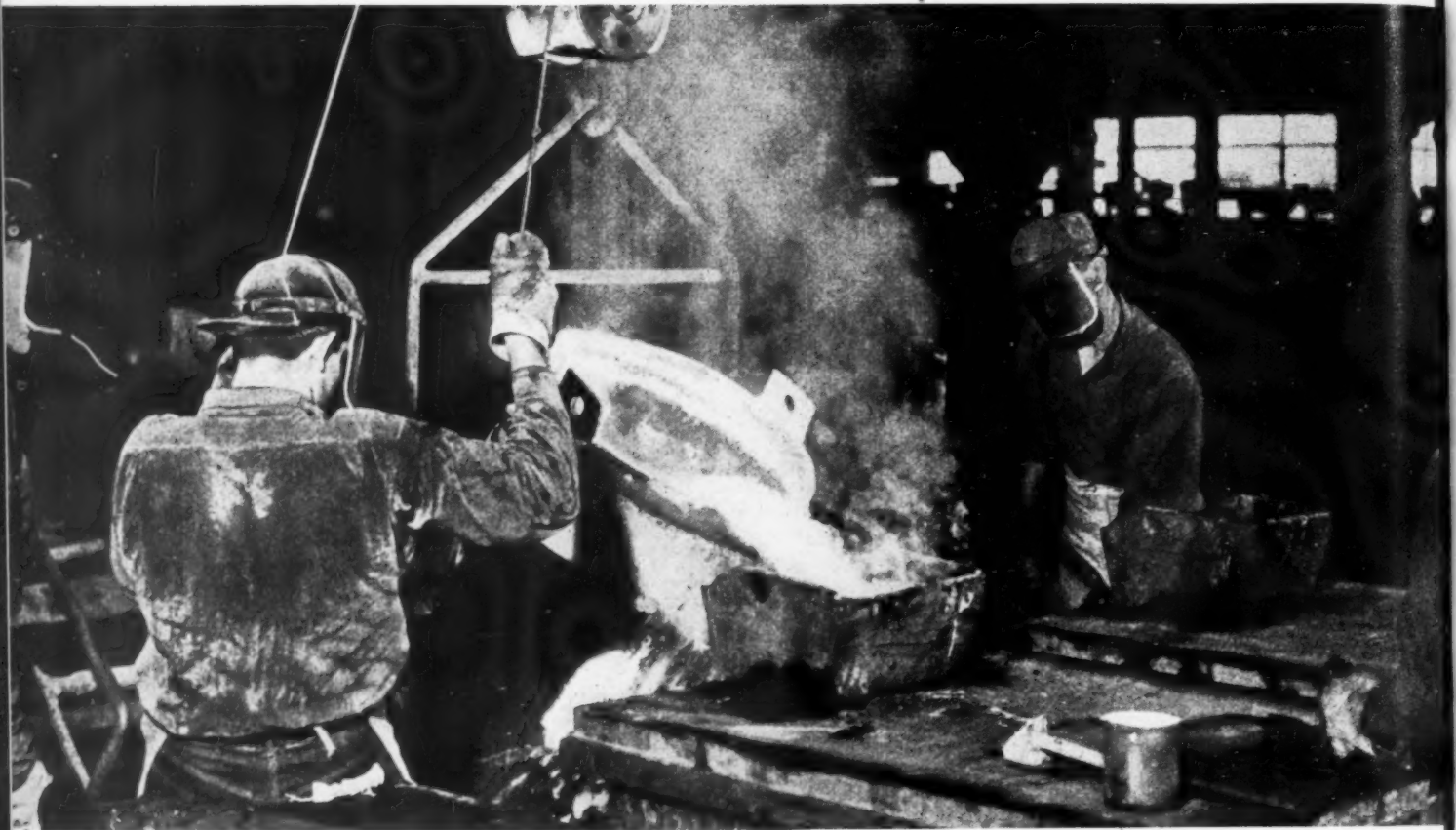
DENVER . . . Rocky Mt. News
BIRMINGHAM . . . Post
MEMPHIS . . . Commercial Appeal
WASHINGTON . . . News
EVANSVILLE . . . Press
HOUSTON . . . Press
FORT WORTH . . . Press
ALBUQUERQUE . . . Tribune
EL PASO . . . Herald-Post

NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

FORTUNE

DECEMBER • 1942



*Suppose you were
a management man
with problems of
materials, shortages,
allocations—*

DOW GOES DOWN TO THE SEA

The story of Dow Chemical Co.'s unique salt-water empire—now extracting war-essential magnesium from the sea. *Page 11*

BUSINESS AT WAR

What's happening to the Canadian employer now that he hires and fires through the government . . . How to fit 40-hour men into a 168-hour week . . . There's an acute shortage of imported tung oil for quick-drying finishes, but a substitute is ready for mass production. *Page 6*

DECEMBER: U. S. COMMUNITY 1942 ★ ROUND III IN RUSSIA
FOOD RATIONING ★ THE DOMESTIC ECONOMY ★ EDUCATION AT WAR

85% OF FORTUNE'S 160,000 SUBSCRIBERS ARE MANAGEMENT MEN



Cargo planes may come before Peace

*(Why not Plan Now
for Air Freight?)*

POLITICAL boundaries in the post-war world may be shadowy and indistinct. But the fact that there will be overseas Air Freight running into millions of pounds per year, stands out sharp and clear.

This development may radically change the whole basis of some businesses. It cannot help but change the business thinking of exporters and importers. And it is not too soon today to begin making post-war plans accordingly.

If cargo clippers should come before peace (and they may), wouldn't you like to know the profit possibilities that will open up for your products the day peace comes?

Because Pan American pioneered both Air Express and overseas Air Freight we have some facts and figures that should interest you. Pan American World Airways System, New York.

Wings over the World
PAN AMERICAN CLIPPERS

..and Faith will Triumph

Americans always have had faith in the things we fight for today. Hitler couldn't see it. Nor could Tojo. But it was there. There, just as surely as at Concord . . . just as strong as at the Argonne.

Faith is not something you can measure out by the pound. It can't be packaged, and passed out on a here's-your-share plan. It *can* be nourished and grown. And it must not waver. Not if there is to be any hope for the future.

Perhaps that is why Radio says little about the War Bonds it has sold . . . the scrap collections spurred . . . the extra bombers put into the sky through its morale building.

We in Radio know . . . there's a still bigger job to be done.

It is to make Radio the greatest power on earth for the good of mankind. It is to keep building the faith which will triumph. It is to help win and hold world peace through faith and understanding . . . with God's help.



*The Great Stations
of the Great Lakes*

KMPC, BEVERLY HILLS, CALIF.—UNDER SAME MANAGEMENT

BASIC STATIONS—COLUMBIA BROADCASTING SYSTEM . . . G. A. RICHARDS, PRES.



Case History No. 88

American Car and Foundry Company — long a principal source of supply to railroads — doesn't have to advertise today to sell its products. But there has been no let-down in ACF business paper advertising. It's just as important today as it ever was — serving not only the company but the railroads and the country.

"No Let-Down in Our Advertising"

AMERICAN CAR AND FOUNDRY COMPANY

*Continues to Use
Business Paper Advertising, as
An Information Service to the Railroads*

GOOD BUSINESS PAPERS BUILD BETTER

Heads Up!



SUBWAY RIDING increases in New York as America swings into action!

More people than ever are looking up at the advertisements and editorial features in the New York subways. Consequently, business is looking up for advertisers who use New York subways to sell.

Gas rationing stepped up subway circulation to a record monthly average of 160,000,000. So advertisers more than ever enjoy the benefits of subways' complete family coverage of the nation's first market—first in war as in peace—and the economy implied in its extremely low cost per thousand circulation.

ONLY SUBWAYS GIVE ALL SIX:

Maximum Coverage—nine out of ten adult New Yorkers rode the subways in a typical month—even before gas rationing.

Daily Repetition—the average rider takes more than 26 trips a month.

Package Identification—in full color.

Prolonged Exposure—average trip exceeds 23 minutes. Plenty of time for reading and re-reading.

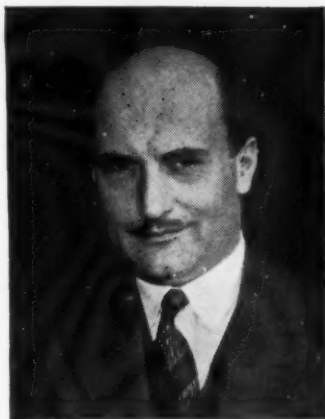
Point-of-Sale Influence—stores are concentrated on subway routes.

Economy—Cost in cars, 4.6¢ per thousand circulation; in stations, 1.9¢ per thousand.

Say it fast, say it often,
show your product in the

SUBWAYS

to sell the New York market



ASSOCIATED PRESS PHOTO

L. M. GIANNINI, Banker: "I look forward to *TIME* every week because *TIME* provides such a well-edited review of the week's news and brings all important events into proper perspective, thus permitting an intelligent appraisal of developments from the point of view of one's own activities. Such a service is valuable in normal times; it has grown inestimably greater since the war began."



WIDE WORLD PHOTOS, INC.

WILL DURANT, Author and Lecturer: "*TIME* is more indispensable to me than any other periodical of our time. I marvel every week at its continued energy, scope, vivacity, and relative accuracy; having made some errors myself I know how inevitable these are in a large undertaking."



ACME PHOTO

DONALD W. DOUGLAS, President, Douglas Aircraft Corp.: "I find *TIME* challenging, invigorating, instructive. Its terse, direct approach to vital problems stimulates unbiased consideration—creates an intelligent disregard of inherited, pre-conceived ideas and a determination to see things as they are. *TIME* deliberately, wisely stalks around where angels fear to tread."



ERIC SCHALL-PIX

EARNEST A. HOOTON, Anthropologist: "*TIME*, valuable before the war, is now invaluable. It brings into sharp universal focus the entire panorama of world events. I find these virtues in *TIME*: Editorial courage, reportorial originality, penetration in analysis, fearless appraisal of personalities, frank admission of errors, pervasive humor, terse, idiomatic English."

What do the men and women in "Who's Who" think of America's magazines?

BY ITS OWN TELL, "Who's Who" selects those people "who, in their several walks of life, tread in advance of the multitude—lead the way—and by their example, their labors, their writings and their speeches become leaders of public opinion in their community and pioneers of action."

"Leaders of public opinion!"—"pioneers of action!"—here indeed is a blue-ribbon grand jury to answer the question:

What do you consider the most important magazine in the country today?

When this question went to a cross section of the influential, successful men and women listed in "Who's Who," 3041 (or 41.4%) out of the 7350 queried, replied. And *TIME* led the field with 29.1% of the mentions—nearly twice the number received by the magazine next in line that carries advertising.

TIME came in first not only in the over-all tally, but also more specifically among the

businessmen and business women, the doctors, government officials, lawyers, chemists, and engineers. (*TIME* seems to have increased its following in "Who's Who," for a similar survey in 1939 gave *TIME* only 26.7% of the mentions against 18.3% for the next in line.)

And just to make sure "Who's Who" wasn't merely admiring *TIME* from a distance, a cross section was queried again only last month—and each of the men and women listed there was asked to name his own personal favorite among all the magazines he reads. *TIME* piled up a towering lead—got more first choice votes than all the next three magazines that carry advertising.

TIME is indeed grateful for this vote of confidence—will do all in its power to deserve the continuing interest and support of "America's Most Important People."

These Key groups all vote *TIME*
"America's most important magazine!"

(Perhaps because *TIME* does the most important job a magazine can do—for America's most important people.)

EVIDENCE PREVIOUSLY SUBMITTED:
Corporation officers and directors
(*TIME*, 3 to 1)

Newspaper editors (*TIME*, 3 to 1)
Radio commentators (*TIME*, almost 2 to 1)

EVIDENCE HEREWITH:
People listed in "Who's Who"
(*TIME*, 2 to 1)

COMING SOON!

College presidents
Members of Congress
Newspaper columnists
Members of American Medical Association
School principals Mayors
Contributors to Encyclopedia Britannica

TIME

THE WEEKLY NEWSMAGAZINE



6 Blonde Reasons Why-

MARTIN IVERSON IS ONE OF YOUR BEST CUSTOMERS

It takes money to maintain families like this—and Heart Region farmers have the money

It is almost axiomatic that Heart Region farmers are prosperous. This year their income will top 8 billion dollars—and a great part of that 8 billion will be spent to maintain fine, big families and the modern, permanent farmsteads in which they dwell. *A great part of it will be spent to buy the goods which Successful Farming's advertisers have to sell!*

There are many reasons why Successful Farming's advertisers will get so large a share of the business of these farmers who live in the 13 fabulously rich Upper Mississippi Valley States known as the Heart Region.

Successful Farming concentrates its 1,200,000 circulation in this richest area—an unequalled Heart Region farm coverage. Furthermore, Successful Farming is *preferred* as an informative magazine and buying guide because it is devoted *solely* to the business of farming and farm living. It is an *institution* with Heart Region farmers—a part of their very lives. These prosperous farm people have depended upon Successful Farming for more than 40 years. Their trust and respect for this farm magazine have ripened into real affection. Naturally, advertisers in Successful Farming have an advantage.

Today's business and tomorrow's business in the Heart Region—the richest agricultural area in the world—will be generously bestowed upon Successful Farming advertisers. Join the many leading advertisers who have used Successful Farming so successfully that it is now their *exclusive* farm magazine. Meredith Publishing Company, Des Moines, Iowa.

**The Best Farm Families in the Best Farm Region
are your Best Customers and they Prefer**

Subscriber Martin Iverson is fortunate to have such a family of girls—and he is doubly fortunate to live amid the prosperity of the Heart Region. But his prosperity is so typical that Successful Farming has selected the photograph of one of the daughters to appear on the cover of the current issue as a symbol of the farm wealth of the area. The Iversons operate a 217-acre dairy farm in Crawford County, Wisconsin.

Successful Farming
THE MAGAZINE OF FARM BUSINESS AND FARM HOMES



SUCCESSFUL FARMING

The Magazine of Farm Business and Farm Homes

